

## DETAILED FINDINGS

### A. Nature of Contact with OFM

One important finding of the scoping focus groups was that OFM customers do not necessarily think of OFM as a single agency. In many cases, customers did not feel they could rate OFM as a whole because they work only with one division, or they would apply different ratings to the different divisions with which they work. It therefore became important to ensure that respondents were asked to evaluate OFM only in the product and service areas that they use.

When respondents were asked which of six OFM product and service areas they had contact with in the past 12 months, between one-third and one-half of all customers said they had contact with each of the following areas: Financial Systems, Accounting, Budget, and Population and Forecasting. Multiple responses were possible, as shown in Table 3. About one in seven had contact with Personal Services Contracting, and a small number (1%) had contact with Small Agency Client Services (SACS).

Managers were significantly more likely than non-managers to have contacted the Budget and Accounting Divisions, as well as Financial Systems and Personal Services Contracting. Non-managers were significantly more likely to have contacted Population and Forecasting, due to the influence of the cities and towns list.

No clear differences emerged relating length of time in an OFM contact position with the area of contact.

Table 3 Reported Contact with OFM					
	Weighted Total (407)	Non- Managers (300)	Managers (107)	Years in OFM Contact	
				<5 (133)	6+ (272)
Financial Systems	49%	47%	76%	47%	50%
Accounting Division	43	40	74	34	48
Budget Division	37	33	79	29	41
Population and Forecasting	32	33	17	25	36
Personal Services Contracting	15	13	31	11	16
Small Agency Client Services	1	1	0	0	1
Q6: Which of these OFM product and service areas have you had contact with in the past 12 months?					

## B. Response to Experience with OFM

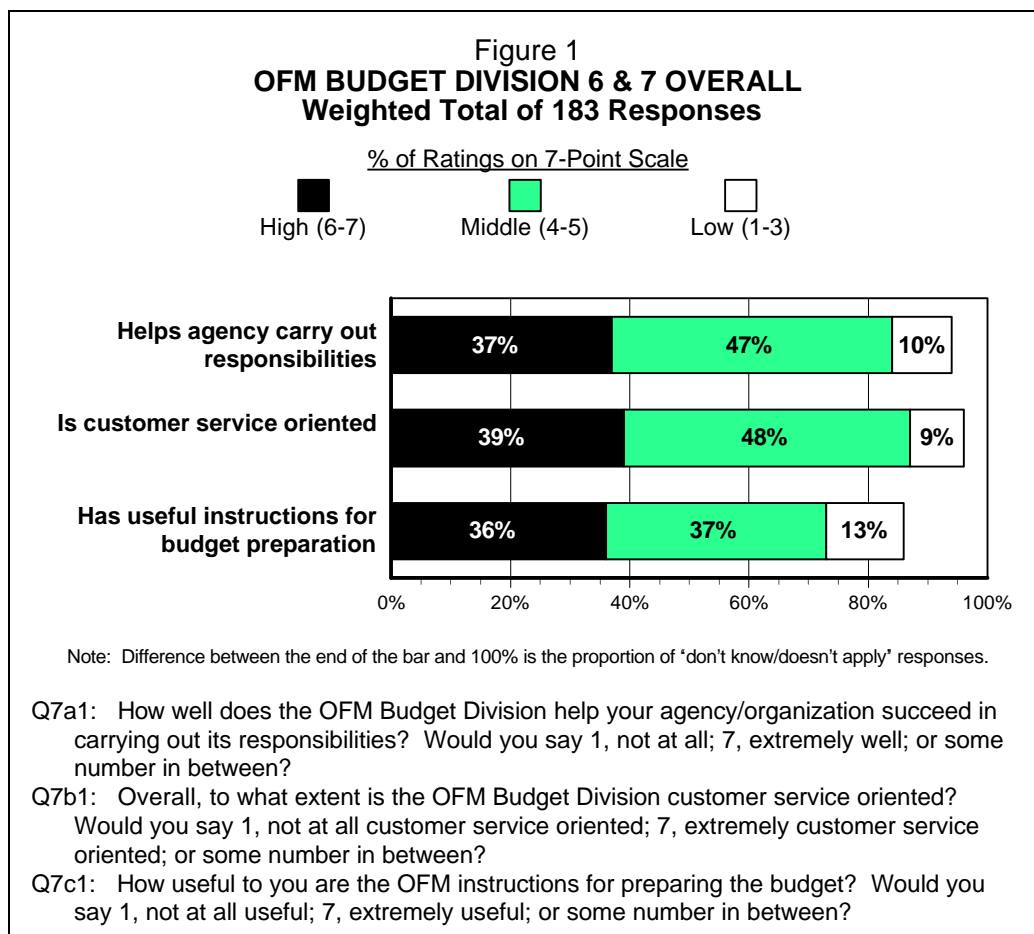
### 1. Budget Division

A series of questions asked all of the 183 customers who had contact with the Budget Division to respond to three overall aspects of that division's service. The responses to these questions are shown in Figure 1.

About 36% to 39% of these customers rated the Budget Division highly (rating of 6 or 7 on the 7-point scale) in terms of helping an agency carry out its responsibilities, being customer service oriented, and providing useful instructions for budget preparation.

Managers were somewhat more likely to be positive than non-managers regarding the help provided to carry out agency responsibilities, and somewhat less likely to be positive about the division being customer service oriented. Neither of these differences is statistically different, however. Managers and non-managers felt equally positive about the division providing useful budget preparation instructions.

It is of interest to contrast the positive ratings with the relatively small proportion of ratings given at the lower portion of the 7-point scale—1, 2 and 3. One customer in ten gave the Budget Division one of these low ratings for helping an agency carry out responsibilities (10%) and for being customer service oriented (9%). A total of 13% gave the division one of the three low ratings for providing useful budget preparation instructions.



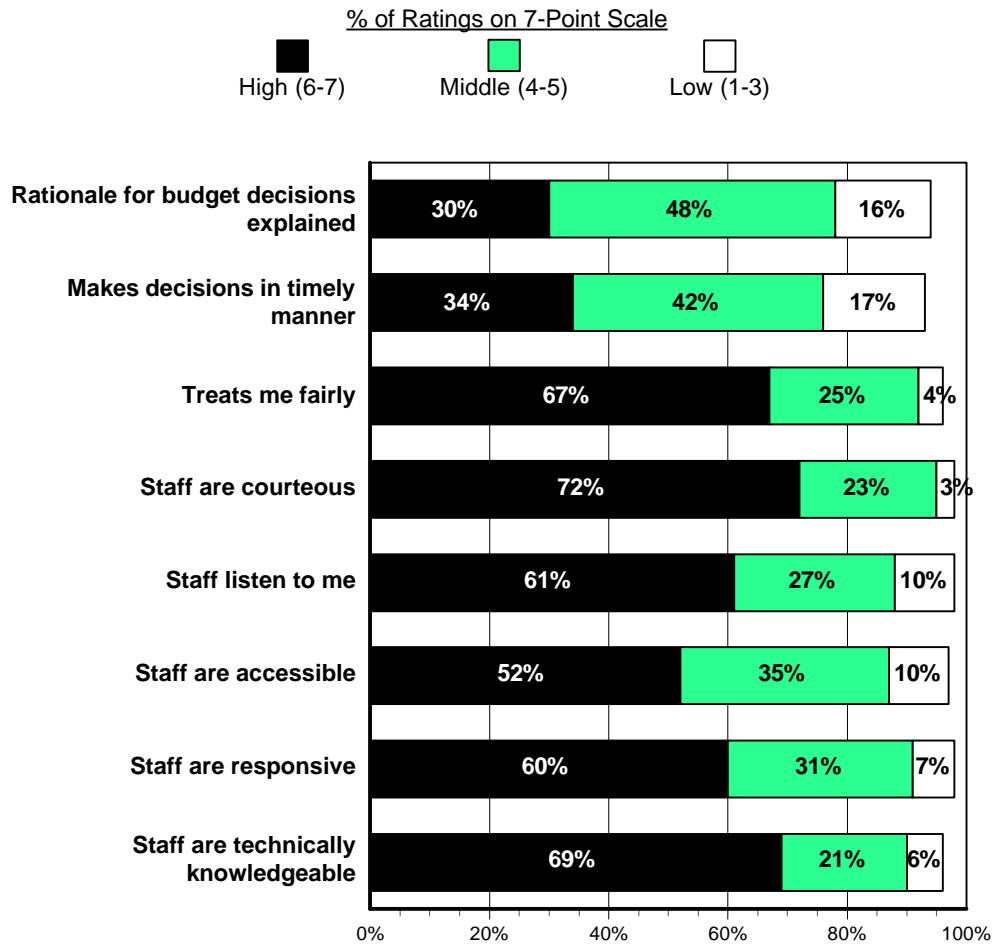
Eighty randomly selected Budget Division customers were also asked about interaction with the Budget Division staff, as shown in Figure 2. There appears to be more opportunity for improvement on the issues of explanations and timeliness of decisions than on staff attributes, which are perceived positively by a majority of respondents.

The percentages that gave high ratings for the two decision processes are about the same: 30% rate the Budget Division highly on the rationale being explained for budget decisions; 34% rate it highly for making decisions in a timely manner. About one customer in six gave explanations and timeliness one of the three lowest ratings—16% and 17%, respectively.

Budget Division staff were given high ratings for treating contacts fairly, being courteous, and being technically knowledgeable by over two-thirds of these customers. Only somewhat fewer gave high ratings for the staff listening to them (61%) and being responsive (60%), and about half (52%) gave the staff high ratings for being accessible. While all of these staff attributes present opportunities for improvement, it is noteworthy that only 3% to 10% gave one of the three lowest ratings for any of these attributes.

On all of the ratings of the Budget Division shown in Figure 2, managers and non-managers tended to agree. Managers were less likely to give high ratings to the staff for being responsive and for being technically knowledgeable. Only the latter difference is statistically significant and is depicted in Figure 2A.

**Figure 2**  
**OFM BUDGET DIVISION - DECISIONS PROCESS AND STAFF**  
**Weighted Total of 80 Responses**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q8aa: The rationale for OFM budget decisions is explained to me or my agency/organization. Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

Q8ab: The OFM Budget Division makes decisions in a timely manner.

Q8ac: I am treated fairly by the OFM Budget Division.

Q8ad: Budget Division staff are courteous.

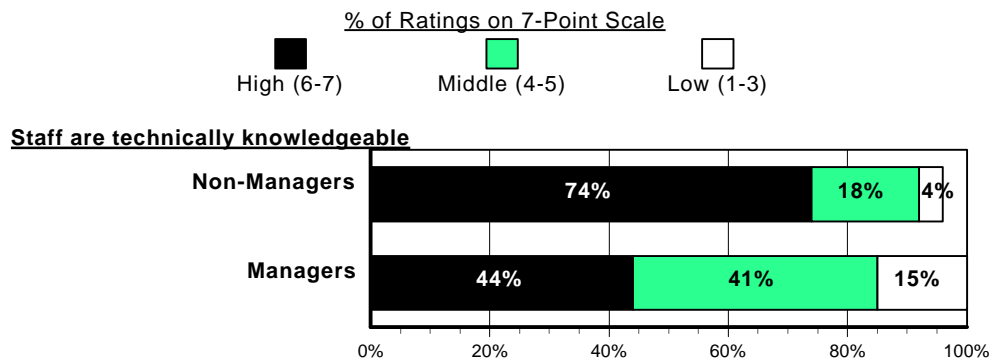
Q8ae: Budget Division staff listen to me.

Q8af: Budget Division staff are accessible.

Q8ag: Budget Division staff are responsive.

Q8ah: The OFM Budget division staff are technically knowledgeable.

Figure 2A  
**OFM BUDGET DIVISION - DECISIONS PROCESS AND STAFF**  
**46 Non-Managers vs. 34 Managers**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

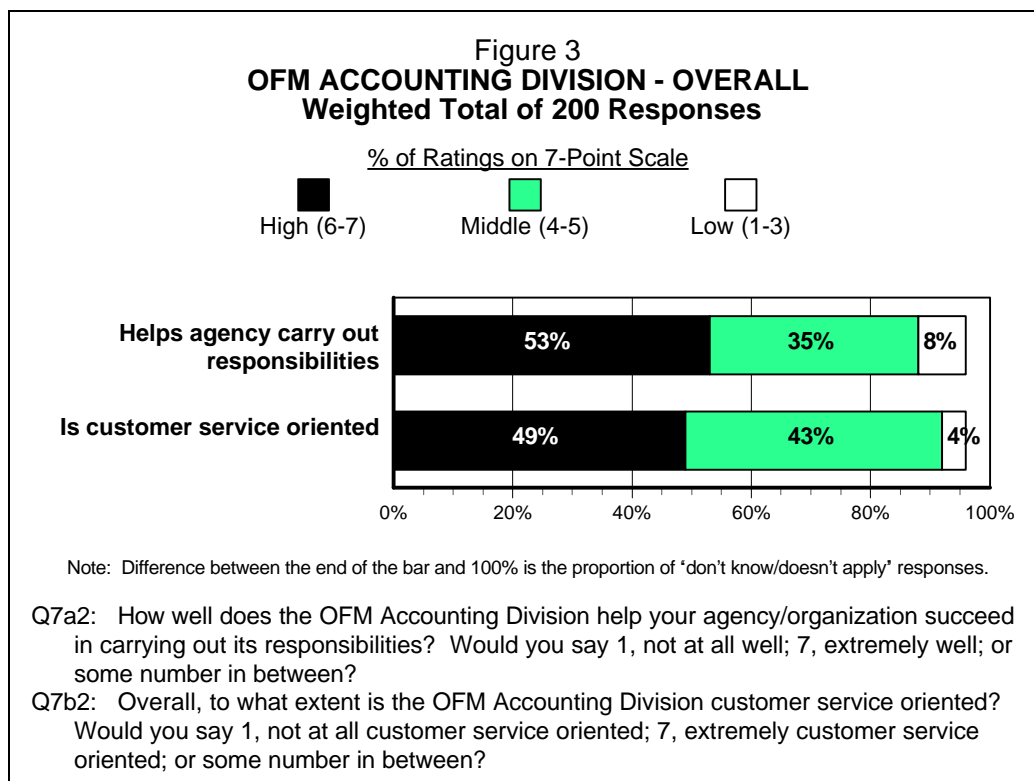
Q8ah: The OFM Budget Division staff are technically knowledgeable.

## 2. Accounting Division

Overall ratings were asked of the 200 customers who had reported contact with the Accounting Division in the past year. When asked how well OFM's Accounting Division helps their agencies or organizations succeed in carrying out their responsibilities, the total in Figure 3 shows that just over half of the respondents rated the division highly (6 or 7 on the 7-point scale).

A similar proportion of customers (49%) rated the Accounting Division highly on being customer service oriented.

Relatively few customers rated the division as low: 4% to 8% gave a 1, 2 or 3 rating on these overall Accounting Division attributes.



A subset of 92 randomly selected Accounting Division customers were asked further about the division's decision process and staff. As seen in Figure 4, there is a strong opportunity for improvement in the area of decision making, while most of the staff attributes are currently rated highly.

Only about one customer in four (25%) gave the Accounting Division a high rating (6 or 7) on making decisions in a timely manner. Even fewer customers (14%) gave high ratings to the division for involving the customer in decisions that affect his or her job. A relatively large proportion gave the division low ratings (1, 2 or 3) on both of these attributes: 22% gave low ratings on timeliness; 40% gave low ratings on involvement.

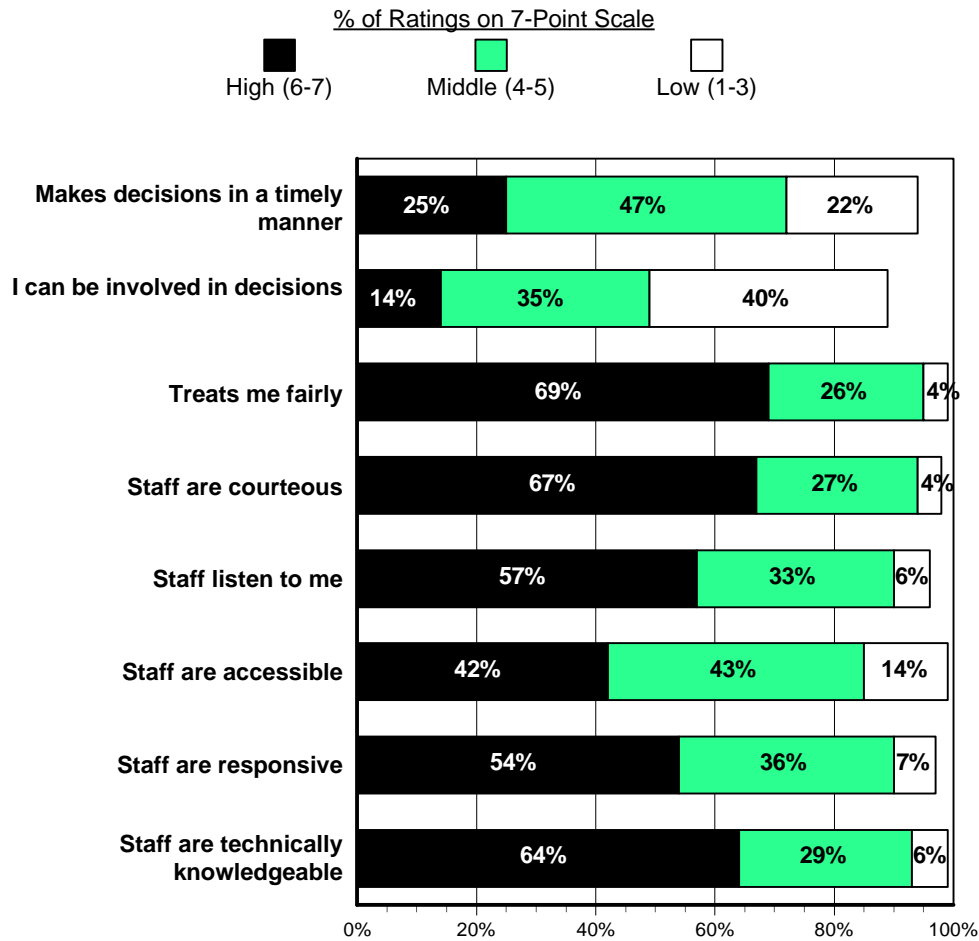
Managers gave the division higher ratings than non-managers on both of these decision attributes. For those attributes that are significantly different, the separate non-manager and manager ratings are shown in Figures 4A and 4B. The difference in ratings for customer involvement is significant and suggests that managers feel somewhat more involved in the decisions that impact their jobs than do non-managers. (It should be pointed out that 11% did not rate the involvement attribute because it didn't apply or they didn't know enough about the process. This proportion was comparable between managers and non-managers.)

The greatest levels of high ratings for Accounting Division staff are seen in treating contacts fairly (69%), being courteous (67%) and being technically knowledgeable (64%). Well over half of the customers also gave high ratings for the staff listening to them (57%) and being responsive (54%). Few customers (4% to 7%) gave any low ratings on these attributes.

Fewer than half (42%) rated the staff highly on being accessible and 14% gave one of the three lowest ratings for staff accessibility.

With the exception of technical knowledge, managers were more likely than non-managers to rate the Accounting Division staff highly on the staff attributes. Managers and non-managers gave about the same level of high ratings to the staff on technical knowledge.

**Figure 4**  
**OFM ACCOUNTING DIVISION - DECISION PROCESS AND STAFF**  
**Weighted Total of 92 Responses**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q8ba: The OFM Accounting Division makes decisions in a timely manner. Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

Q8bb: I can be involved in decisions of the OFM Accounting Division that affect my job.

Q8bc: I am treated fairly by the OFM Accounting Division.

Q8bd: Accounting Division staff are courteous.

Q8be: Accounting Division staff listen to me.

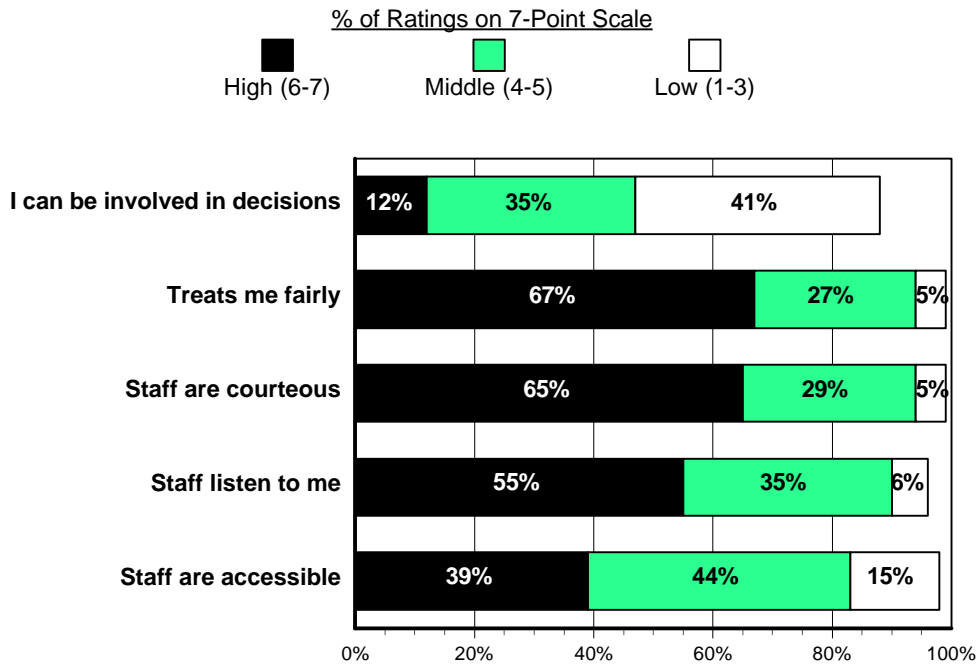
Q8bf: Accounting Division staff are accessible.

Q8bg: Accounting Division staff are responsive.

Q8bh: The OFM Accounting Division staff are technically knowledgeable.



**Figure 4A**  
**OFM ACCOUNTING DIVISION - DECISION PROCESS AND STAFF**  
**Non-Manager Total of 66 Responses**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

Q8bb: I can be involved in decisions of the OFM Accounting Division that affect my job.

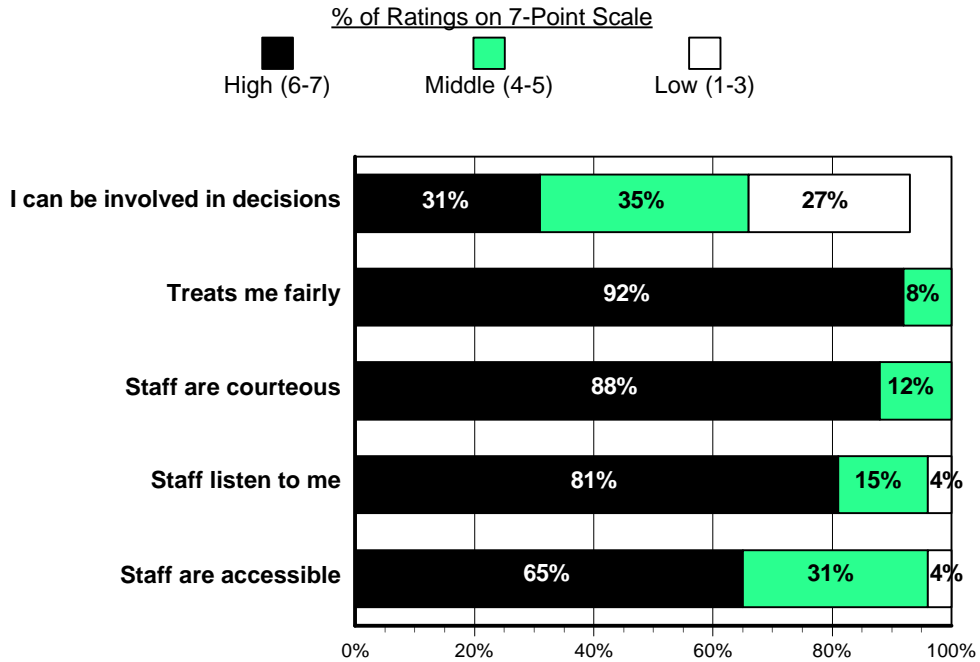
Q8bc: I am treated fairly by the OFM Accounting Division.

Q8bd: Accounting Division staff are courteous.

Q8be: Accounting Division staff listen to me.

Q8bf: Accounting Division staff are accessible.

Figure 4B  
**OFM ACCOUNTING DIVISION - DECISION PROCESS AND STAFF**  
**Manager Total of 26 Responses**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

Q8bb: I can be involved in decisions of the OFM Accounting Division that affect my job.

Q8bc: I am treated fairly by the OFM Accounting Division.

Q8bd: Accounting Division staff are courteous.

Q8be: Accounting Division staff listen to me.

Q8bf: Accounting Division staff are accessible.

The accounting customer subset was further asked an open-ended question about what additional products or services the Accounting Division could provide that would be useful to them. Results are shown in Table 4.

Training, system updates and improved responsiveness were the three most frequently mentioned services that could be offered by the division. In some cases, the training meant more frequent training, in others it meant more accessible training, possibly through a web-site. In terms of system upgrades, some agencies report that they have to have their own separate computer accounting systems because the offered ones do not meet their needs. In terms of responsiveness, customers asked for answers to be given more quickly and for Accounting staff to be more readily available.

Respondents also volunteered that they would like to see more or better documentation to support decision-making (3%) and more or faster updating of the Policy and Procedures manual (3%).

Fully 40% of customers did not know or were not sure what additional products or services the Accounting Division could provide. Another 7% of the total responded either with nothing in particular or that the division already offers all that is needed.

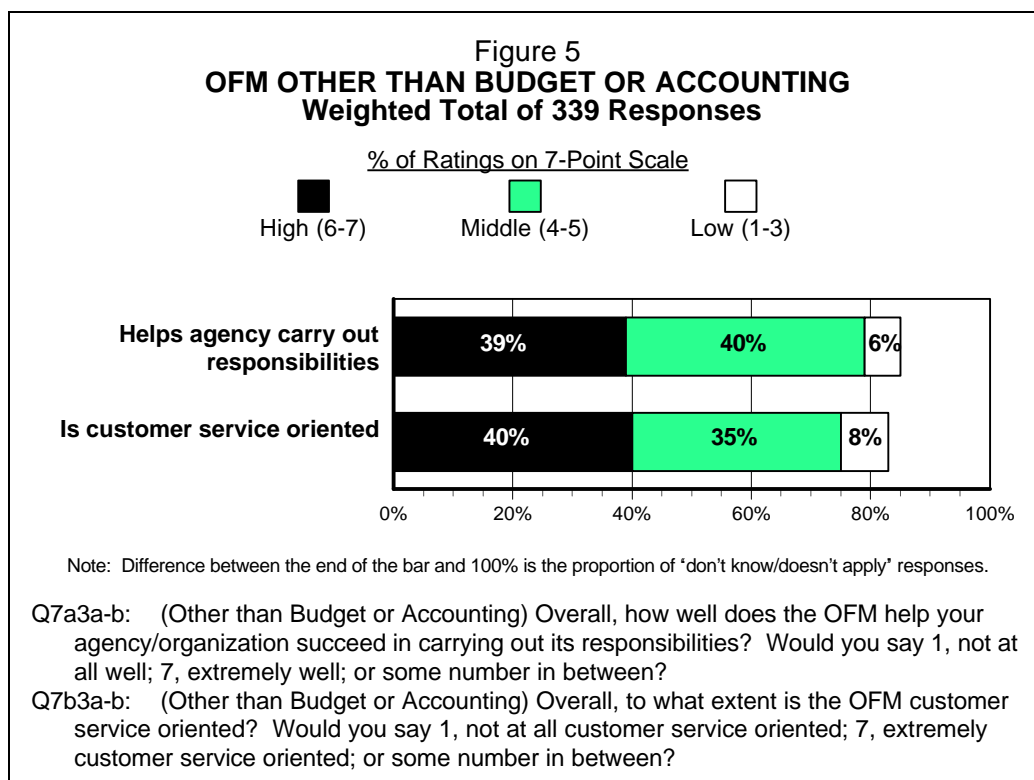
<p>Table 4</p> <p><b>Additional Products or Services That OFM's Accounting Division Could Provide</b></p>			
	<u>Weighted Total</u> (92)	<u>Non-Managers</u> (66)	<u>Managers</u> (26)
Better/more training	15%	15%	12%
Update/new systems	10	9	19
Prompt responses/ be more responsive	8	8	8
Better documentation	3	3	0
Update policies and procedures manual	3	3	0
All other (all one mention each)	19	20	16
They offer all we need	1	0	8
Nothing in particular	6	6	8
Don't know/not sure	40	41	31
Q8bi: What additional products or services could the Accounting Division provide that would be useful to you? (Multiple responses allowed.)			

### 3. OFM Other than Budget or Accounting Divisions

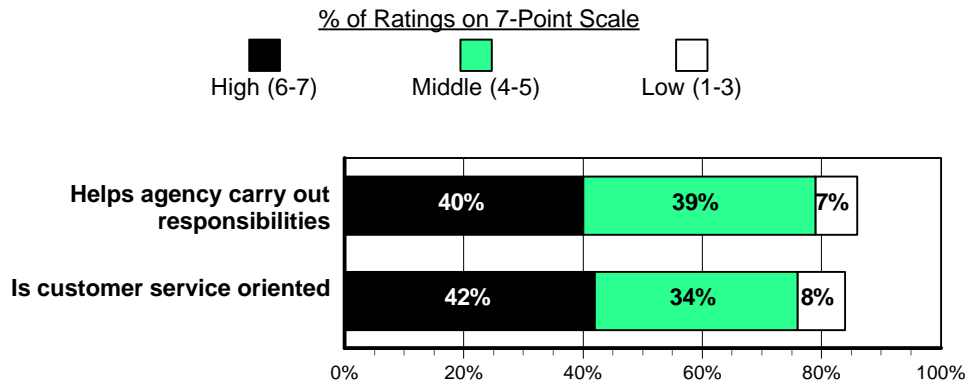
In order to rate areas of OFM other than Budget or Accounting on decision-making and customer service issues, two questions were asked of everyone who had any contact with the other areas. For those who had already rated Budget and/or Accounting, they were asked to rate OFM other than the two divisions already rated. For those who had not rated Budget or Accounting, they were asked to rate OFM, overall. These rating questions were administered to 339 customers and their responses are shown in Figure 5.

Of the total, 39% gave high ratings for OFM areas other than Budget or Accounting for helping agencies carry out their responsibilities. The ratings for customer service orientation are very nearly the same: 40% gave high ratings for OFM areas other than Budget or Accounting. Low ratings (1, 2 or 3 on the 7-point scale) were given by 6% and 8% of customers, respectively, on these two attributes. About 15% to 17% of customers were unable to provide any rating on OFM outside of the Budget and Accounting Divisions.

The non-managers were significantly more likely than managers to give high ratings to these other areas of OFM on both helping that agency and being customer service oriented. (See Figures 5A and 5B.)



**Figure 5A**  
**OFM OTHER THAN BUDGET OR ACCOUNTING**  
**Non-Manager Total of 250 Responses**

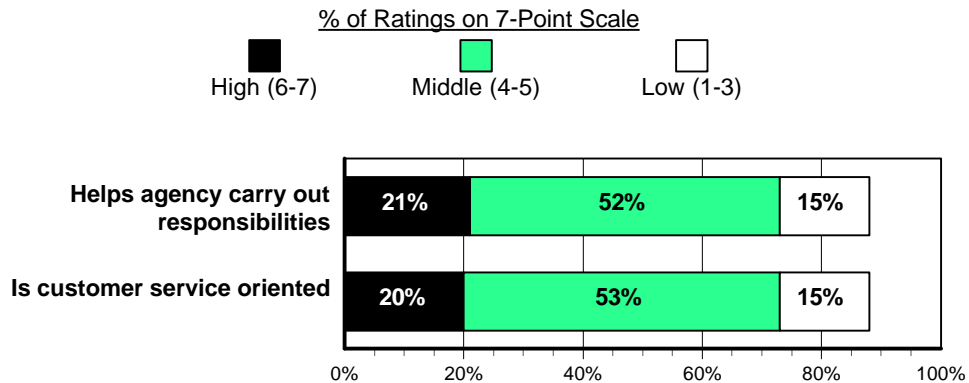


Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q7a3a-b: (Other than Budget or Accounting) Overall, how well does the OFM help your agency/organization succeed in carrying out its responsibilities? Would you say 1, not at all well; 7, extremely well; or some number in between?

Q7b3a-b: (Other than Budget or Accounting) Overall, to what extent is the OFM customer service oriented? Would you say 1, not at all customer service oriented; 7, extremely customer service oriented; or some number in between?

**Figure 5B**  
**OFM OTHER THAN BUDGET OR ACCOUNTING**  
**Manager Total of 89 Responses**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q7a3a-b: (Other than Budget or Accounting) Overall, how well does the OFM help your agency/organization succeed in carrying out its responsibilities? Would you say 1, not at all well; 7, extremely well; or some number in between?

Q7b3a-b: (Other than Budget or Accounting) Overall, to what extent is the OFM customer service oriented? Would you say 1, not at all customer service oriented; 7, extremely customer service oriented; or some number in between?

#### 4. Financial Systems

All 221 customers who reported having contact with the Financial Systems Unit in the past year were asked to rate how well OFM Financial Systems equip customers with the tools needed to do their job. A randomly selected subset of 111 financial systems users was further asked to rate the decision process and the unit staff. These responses are shown in Figure 6.

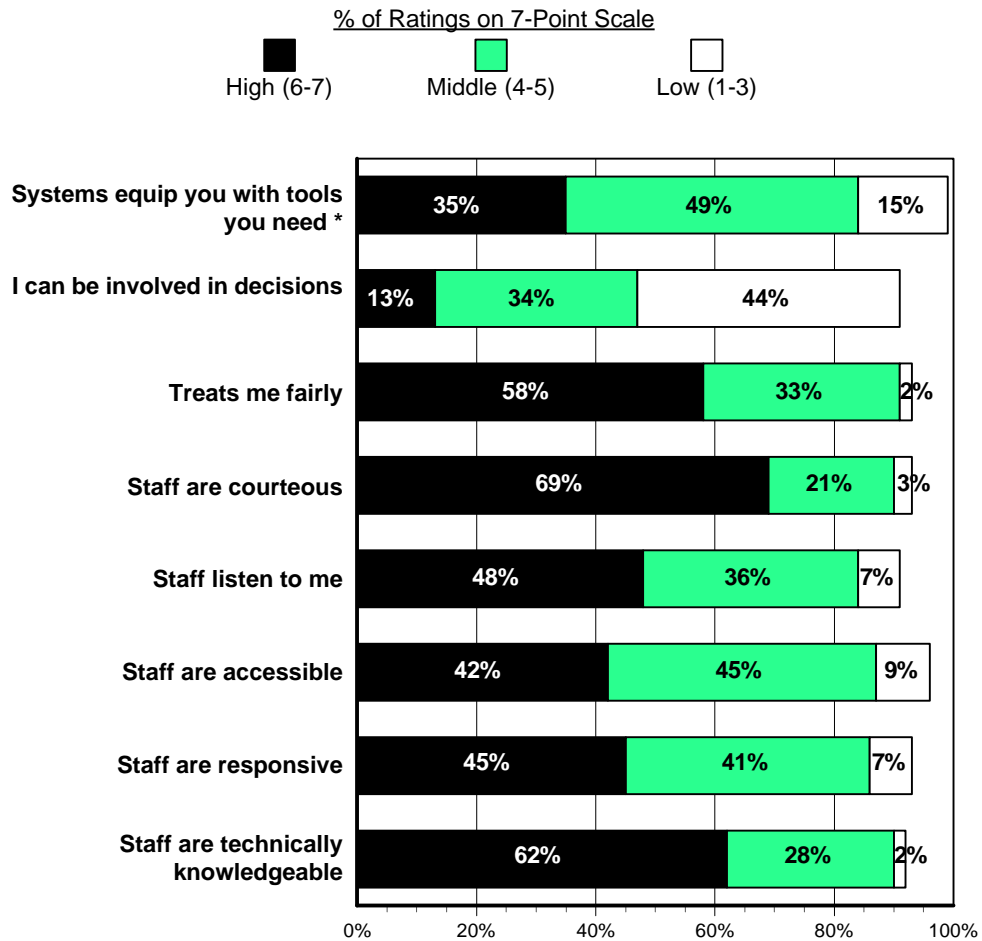
About one customer in three (35%) gave Financial Systems a high rating (6 or 7 on the 7-point scale) for providing the needed tools. A total of 15% gave a low rating (1, 2 or 3). Managers gave significantly lower ratings on this attribute than non-managers, as seen in Figure 6A.

Only 13% of customers gave high ratings to Financial Systems for involving customers in decisions that impact their jobs, and fully 44% gave low ratings. Managers gave some indication of being more positive on this attribute than non-managers, but the sample sizes are not sufficient to demonstrate statistical significance.

Responses regarding staff of the Financial Systems Unit are more positive. Over two-thirds (69%) of the total gave the Financial Systems Unit staff high ratings for being courteous and just under two thirds (62%) did so for staff technical knowledge. The majority (58%) gave high ratings for the staff treating them fairly, and just less than a majority gave high ratings for the staff listening well (48%), being responsive (45%) and being accessible (42%). On all of the staff issues, relatively few customers gave low ratings (2%-9%).

There are no differences between the manager and non-manager ratings on the Financial System Unit staff attributes.

**Figure 6**  
**OFM FINANCIAL SYSTEMS UNIT**  
**Weighted Total of 111 Responses**



\* Asked of all 221 customers who had contact with Financial Systems Unit. All other questions were asked of a randomly selected sub-set of 111 customers who had contact.

Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q7e: How well do OFM Financial Systems equip you with the tools you need to do your job? Would you say 1, not at all well; 7, extremely well; or some number in between?

Q8ca: I can be involved in decisions of the OFM Financial Systems Unit that affect my job. Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

Q8cb: I am treated fairly by the OFM Financial Systems Unit.

Q8cc: Financial Systems Unit staff are courteous.

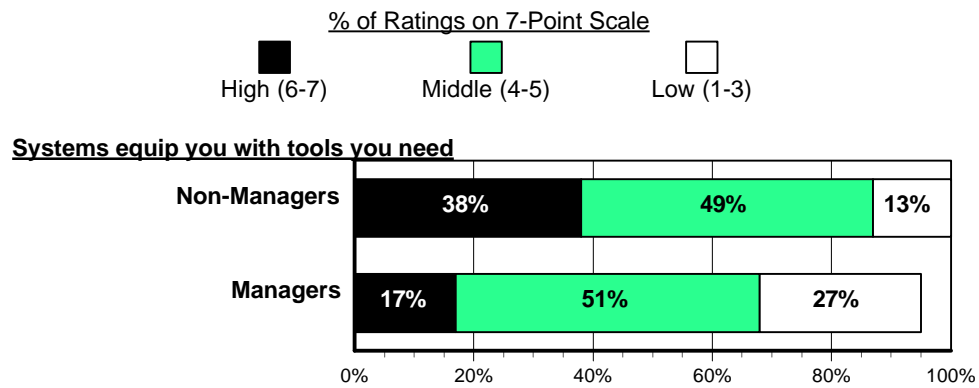
Q8cd: Financial Systems Unit staff listen to me.

Q8ce: Financial Systems Unit staff are accessible.

Q8cf: Financial Systems Unit staff are responsive.

Q8cg: The OFM Financial Systems Unit staff are technically knowledgeable.

Figure 6A  
**OFM FINANCIAL SYSTEMS UNIT**  
**140 Non-Managers vs. 81 Managers**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q7e: How well do OFM Financial Systems equip you with the tools you need to do you job? Would you say 1, not at all well; 7, extremely well; or some number in between?



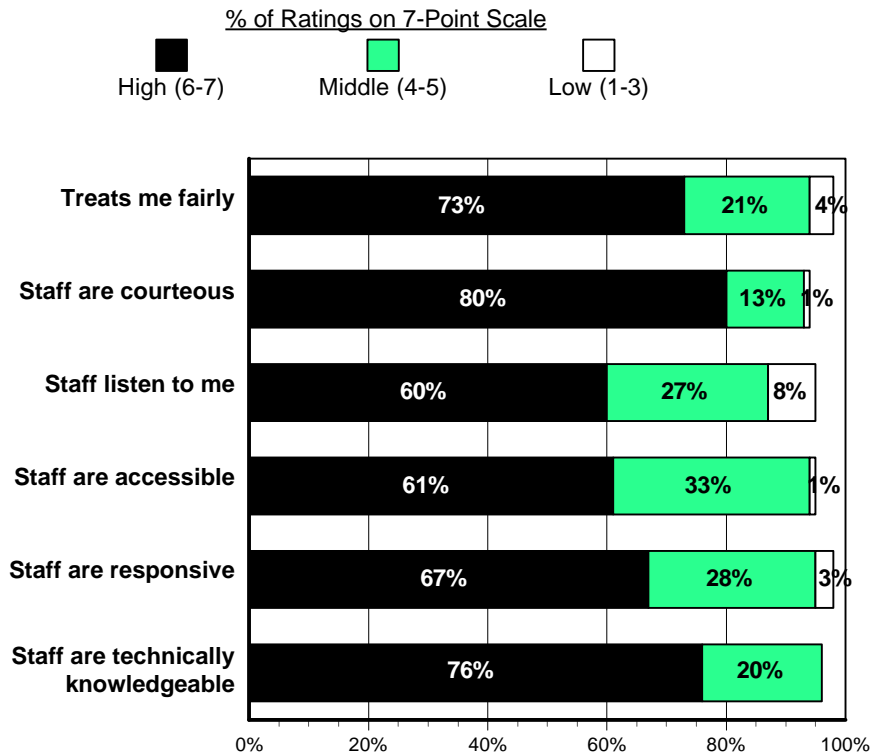
## 5. Population and Forecasting Group

All respondents from the cities and towns (local jurisdictions) list were asked to rate the Population and Forecasting Group on a series of staff attributes. Agency list respondents were randomly selected to answer these questions if they had contact with this area of OFM. A total of 92 customers rated Population and Forecasting, 62 of whom were from local jurisdictions. Very few managers (4) fell into the randomly selected group of respondents for this series of questions. Therefore, the total ratings are essentially those of non-managers. These responses are shown in Figure 7.

All of the attributes were rated highly (6 or 7 on the 7-point scale) by 60% or more of the Population and Forecasting customers. The largest proportions of high ratings were given for staff being courteous (80%), technically knowledgeable (76%), and for treating customers fairly (73%). Two-thirds (67%) gave high ratings for staff responsiveness, and 60%-61% rated staff listening and accessibility highly. With the possible exception of listening, which had 8% low ratings, none of the attributes had very many low ratings (less than 1% to 4% gave a rating of 1, 2 or 3).

It is noteworthy that even though there were very few managers represented in this customer base, only two gave top ratings on two of the six attributes. This is a marked contrast with the non-manager response, which was high on all six attributes.

**Figure 7**  
**OFM POPULATION AND FORECASTING GROUP**  
**Weighted Total of 92 Responses**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

Q8da: I am treated fairly by the OFM Population and Forecasting Group.

Q8db: Population and Forecasting Group staff are courteous.

Q8dc: Population and Forecasting Group staff listen to me.

Q8dd: Population and Forecasting Group staff are accessible.

Q8de: Population and Forecasting Group staff are responsive.

Q8df: The OFM Population and Forecasting Group staff are technically knowledgeable.

When asked what additional products or information the Population and Forecasting Group could provide that would be useful, customers volunteered suggestions of having more detail in the forecasts, more frequent updates, more background on how projections are derived, more technical assistance, and a few mentioned staff and information source improvements. These findings were echoed in the focus groups, where similar requests were made.

Over half (56%) were unable to think of anything to mention and 7% noted that they felt all of their needs were already being met (see Table 5).

Table 5 <b>Additional Products or Information that OFM's Population and Forecasting Group Could Provide</b>			
	<u>Weighted Total</u> (92)	<u>Non-Managers</u> (88)	<u>Managers *</u> (4)
More forecasting detail with demographic sub-groups	12%	11%	25%
More forecasting detail geographically (GMA, unincorporated, zips)	10	10	0
More frequent population updates	6	6	0
More background on how projections are derived	6	6	0
More help or information on technology (TIGER files, graphics, etc.)	3	3	0
Improve staff interaction and responsiveness	2	2	0
More information sources/formats	2	2	0
All other (all one mention each)	4	4	0
Nothing in particular; we get all we need	7	7	25
Don't know/not sure	56	56	50
* Interpret with caution; very small cell size.			
Q.8dg: What additional products or information could the Population and Forecasting Group provide that would be useful to you? (Multiple responses allowed.)			

## 6. Personal Services Contracting Group

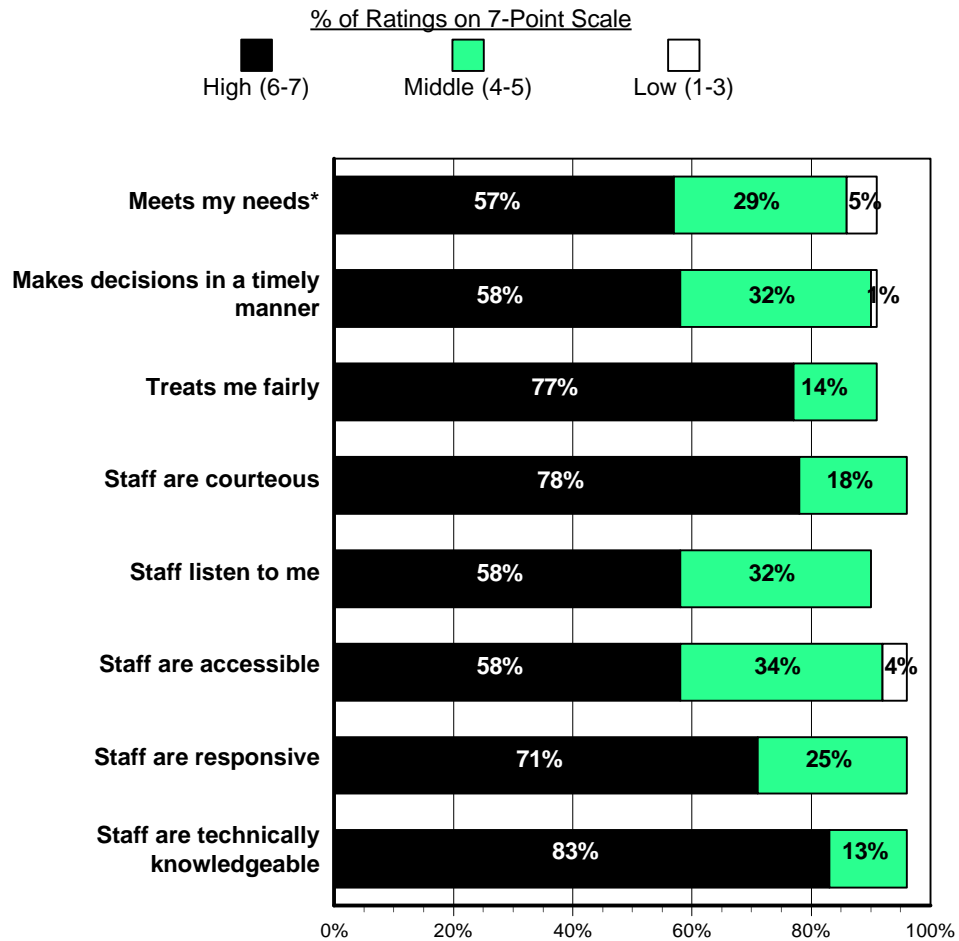
All 72 customers who said they had contact with the Personal Services Contracting Group in the past year were asked to rate how well the Group performs in meeting customer needs. A randomly selected subset of 30 of these customers was further asked to rate the decision process and staff. The responses to all of these questions are shown in Figure 8. Responses to the Question 8 series should be interpreted with caution because of the small subset sampling.

A majority of the customers asked gave high ratings to Personal Services Contracting for meeting customer needs: 57% gave a 6 or 7 on the 7-point scale.

A majority also gave high ratings for the staff making timely decisions, listening to customers, and being accessible (58% each). Customers were very positive toward staff for being responsive (71% high ratings), treating customers fairly (77%), being courteous (78%), and being technologically knowledgeable (83%). It is noteworthy that on most of these attributes no low scores (1, 2 or 3) were given, and in the other cases, no more than 5% of customers gave a low score.

Managers' ratings appear to be less positive than those of non-managers. The sample sizes are too small, however, to demonstrate statistical significance.

**Figure 8**  
**OFM PERSONAL SERVICES CONTRACTING GROUP**  
**Weighted Total of 30 Responses**



\* Asked of all 72 customers who had contact with Personal Services Contracting Group. All other questions were asked of a randomly selected sub-set of 30 customers who had contact.

Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q7g: How well does the Personal Services Contracting Group meet your needs? Would you say 1, not at all well; 7, extremely well; or some number in between?

Q8ea: The OFM Personal Services Contracting Group makes decisions in a timely manner. Would you say 1, you don't agree at all; 7, you agree completely; or some number in between?

Q8eb: I am treated fairly by the OFM Personal Services Contracting Group.

Q8ec: Personal Services Contracting Group staff are courteous.

Q8ed: Personal Services Contracting Group staff listen to me.

Q8ee: Personal Services Contracting Group staff are accessible.

Q8ef: Personal Services Contracting Group staff are responsive.

Q8eg: The OFM Personal Services Contracting Group staff are technically knowledgeable.

## 7. Small Agency Client Services

Only a few of the 34 total Small Agency Client Services (SACS) users on the customer list fell into the random sample draw and only two, both non-managers, were actually reached to participate in the survey. Because the number is so small, their responses are reported here qualitatively rather than showing them in percentages and graphs.

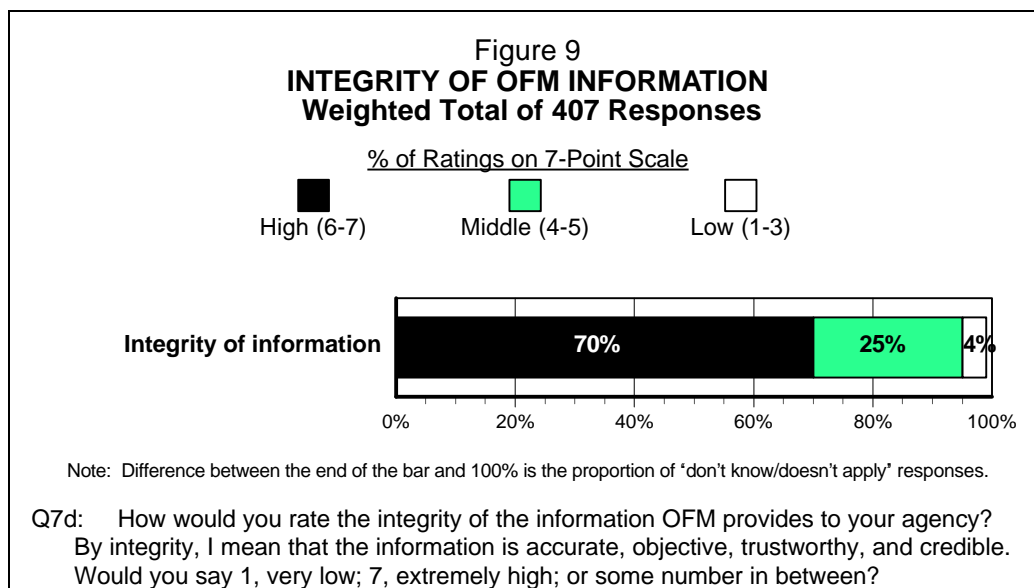
Both customers gave SACS a 6 rating for meeting their needs very well. For making decisions in a timely manner, they indicated ratings of 4 and 5 on the agreement scale (with 7 as high), so that there is some room for improvement.

One of the customers gave a 6 rating on being treated fairly while the other gave a 5 rating. The same two ratings were offered regarding SACS staff courtesy. For the ability of the SACS staff to listen, one customer agreed (6) that they do, but the other one only bordered on agreement with a 4 rating.

Both customers agree somewhat (5) that the SACS staff are accessible and responsive, and one gave a 4 and the other a 5 on SACS staff technical knowledge.

## 8. Integrity of OFM Information

All 407 customers were asked one overall rating question on the integrity of the information provided by OFM. Integrity was defined as being accurate, objective, trustworthy and credible. As seen in Figure 9, the total high rating (6 or 7 on the 7-point scale) was 70%. Very few customers gave this a low (1, 2 or 3) rating, and there was good agreement between managers and non-managers. These responses are shown in Figure 9.



## C. Response to OFM Information

### 1. Type of Information Used

Policies, procedures and data are the types of information used by the most OFM customers, followed closely by technical assistance. (See Table 6.)

Most managers use all three types of information, particularly policies and procedures. The only non-manager group that is not likely to use all three types is the Forecasting list of customers who are drawn heavily from local government jurisdictions rather than state agencies. Almost all customers from this list use OFM data, and while some report using the other two types of information, data is their primary use.

Table 6 Information Used				
	Types of Information - % of Base			
	<u>Base = (n)</u>	<u>Policies and Procedures</u>	<u>OFM Data</u>	<u>Technical Assistance</u>
Weighted Total	(40)	69%	70%	58%
Manager	(107)	90%	82%	74%
Non-Managers	(300)	67%	69%	56%
<b>Non-Manager users of...</b>				
• Budget	(99)	87%	75%	69%
• Accounting	(121)	86%	65%	64%
• Forecasting	(100)	17%	91%	26%
• Financial Systems	(140)	84%	76%	71%
• Personal Services Contracting	(39)	92%	51%	64%
Q.9: OFM provides three basic types of information. Which of these three basic types do you use: Policies and procedures provided by OFM, data provided by any group within OFM, or technical assistance provided by OFM?				

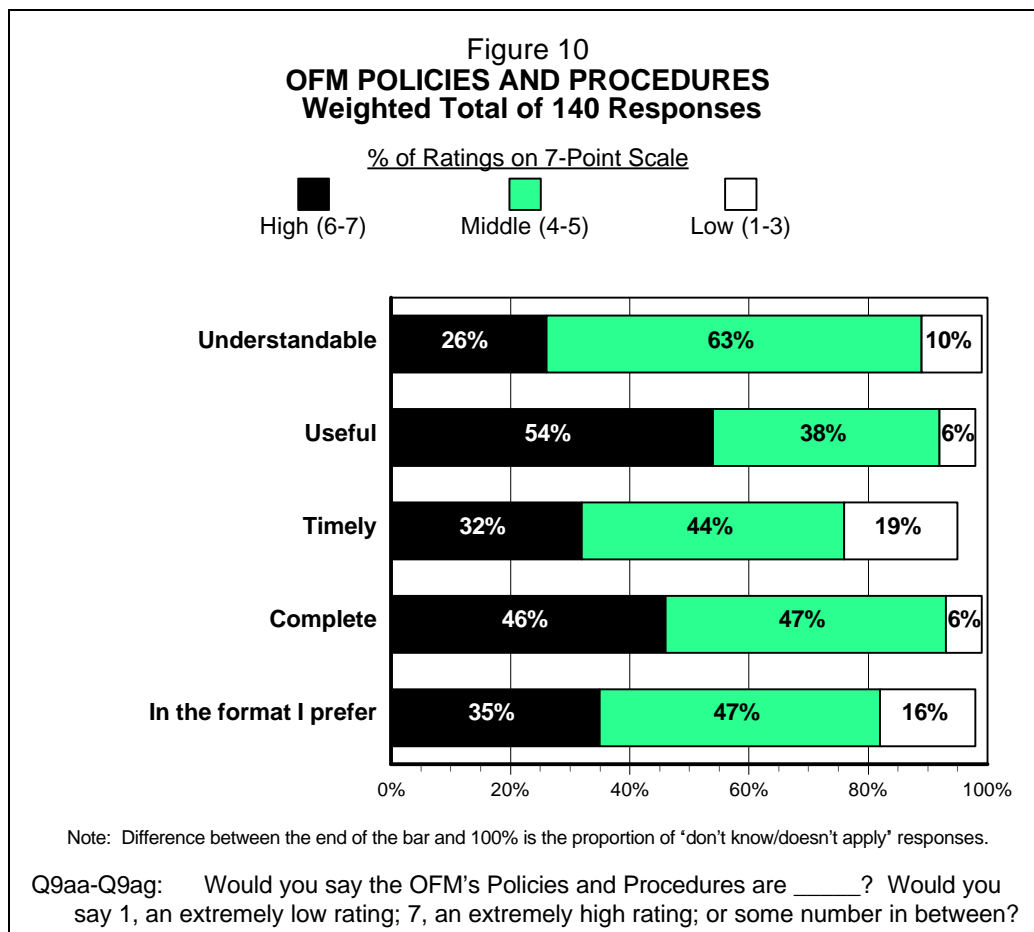


## 2. Policies and Procedures

The 140 customers who reported using policies and procedures rated usefulness and completeness of this information highly (54% and 46%, respectively, 6 or 7 on the 7-point scale). Only 6% rated these two attributes in the lower three points of the scale, as seen in Figure 10.

Format, timeliness and understandability were all rated well, but represent areas in which the policies and procedures have room for improvement. About one-third (35%) gave high ratings for the format and 16% gave ratings in the lower three scale points. One-third (32%) also gave timeliness high ratings, while 19% gave low ratings. About one customer in four (26%) gave high ratings to policies and procedures for being understandable, while 10% gave low ratings, suggesting that this is an area with opportunities for improvement.

There were no differences between ratings by manager and non-manager users of policies and procedures.



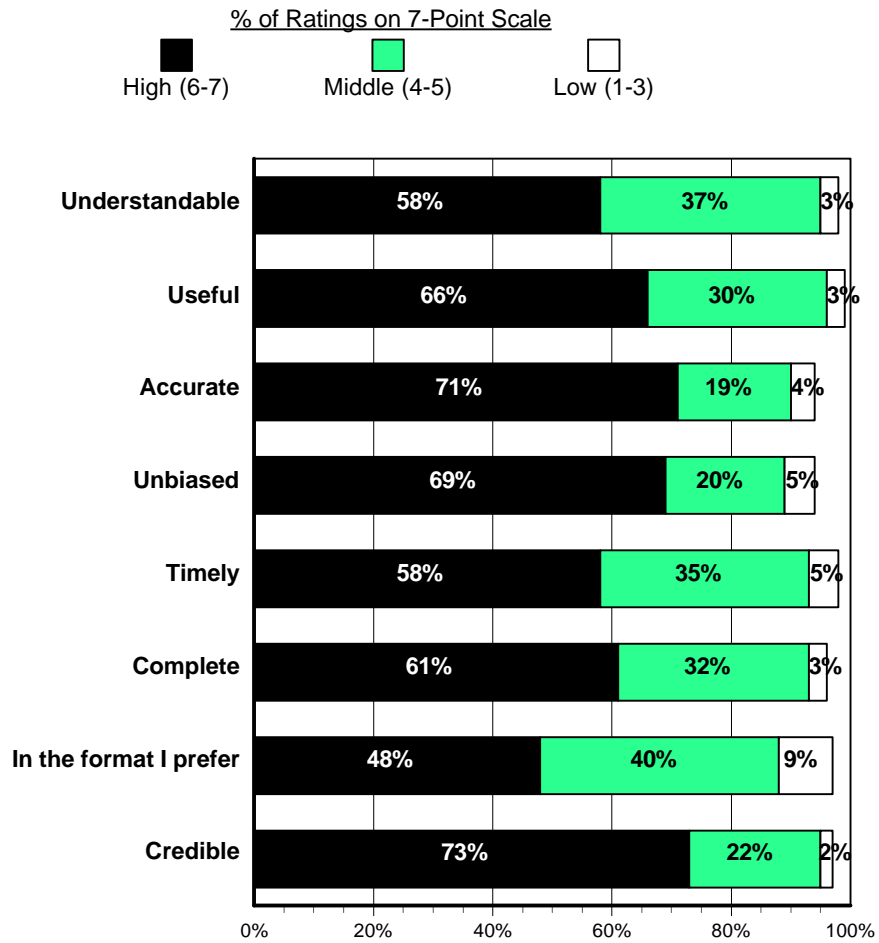
### 3. OFM Data

The 170 customers who use OFM data gave high ratings, with few exceptions. As seen in Figure 11, all of the attributes were given ratings of 6 or 7 by close to half or more of the customers. Highest rated were data credibility (73%), accuracy (71%), being unbiased (69%) and being useful (66%). These are followed by high ratings for the data being complete (61%), understandable and timely (each 58%). These high ratings are further underscored by the finding that few customers (2% to 5%) gave any of the lowest three scores to these seven attributes of OFM data.

The one attribute that did not rate as well was data format. Overall, 48% of customers gave format a high rating and 9% gave it a low rating. Among managers, however, more gave format one of the three low scores (34%) than gave it one of the high scores (29%). The ratings for format are disproportionately low. This suggests that the data format is something in particular that is not working well for managers. Figures 11A and 11B show that managers gave lower ratings than non-managers with OFM data for understandability, usefulness, timeliness and being in the format they prefer. All of these differences between managers' and non-managers' ratings are statistically significant.

It should be pointed out that managers and non-managers alike gave high ratings for OFM data credibility, accuracy and objectivity (being unbiased), all very important attributes for the type of data being provided by OFM.

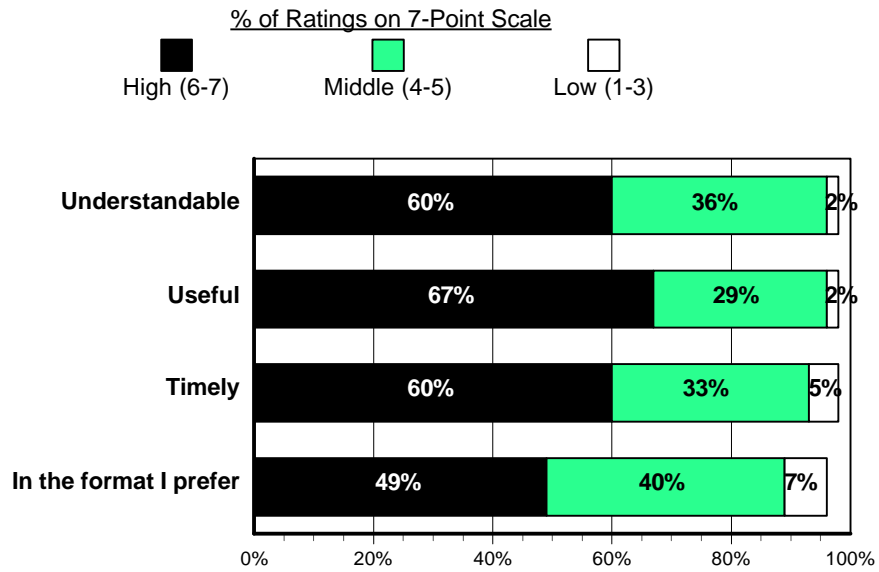
Figure 11  
OFM DATA  
Weighted Total of 170 Responses



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

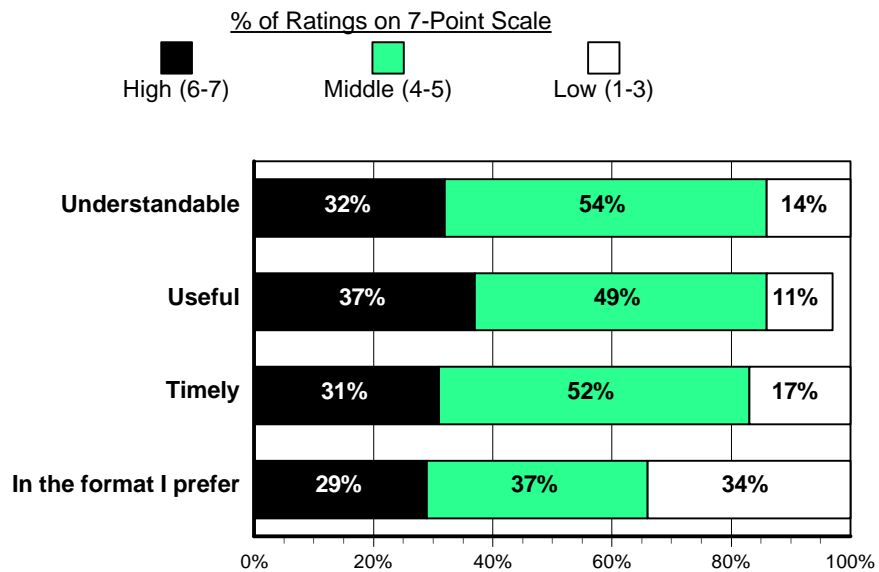
Q9ba-Q9bh: Would you say that data provided by OFM is \_\_\_\_? Would you say 1, an extremely low rating; 7, an extremely high rating; or some number in between?

Figure 11A  
OFM DATA  
Non-Managers Total of 135 Responses



Q9ba-Q9bh: Would you say that data provided by OFM is \_\_\_\_? Would you say 1, an extremely low rating; 7, an extremely high rating; or some number in between?

Figure 11B  
OFM DATA  
Managers Total of 35 Responses



Q9ba-Q9bh: Would you say that data provided by OFM is \_\_\_\_? Would you say 1, an extremely low rating; 7, an extremely high rating; or some number in between?

#### 4. Technical Assistance

With the exception of format, about half of all the 97 technical assistance users gave high ratings (6 or 7) to these attributes: credible (65%), useful (62%), accurate (58%), unbiased (55%), complete (54%), and understandable (49%). Closer to one-third gave high ratings to the format of technical assistance (37%). As Figure 12 shows, none of these attributes were given particularly low ratings, however. Between 3% and 6% of customers gave any of the three lowest scores.

Managers and non-managers gave similar ratings for all the attributes, except for technical assistance being understandable, useful or timely, where managers gave significantly lower scores (see Figure 12A and 12B).

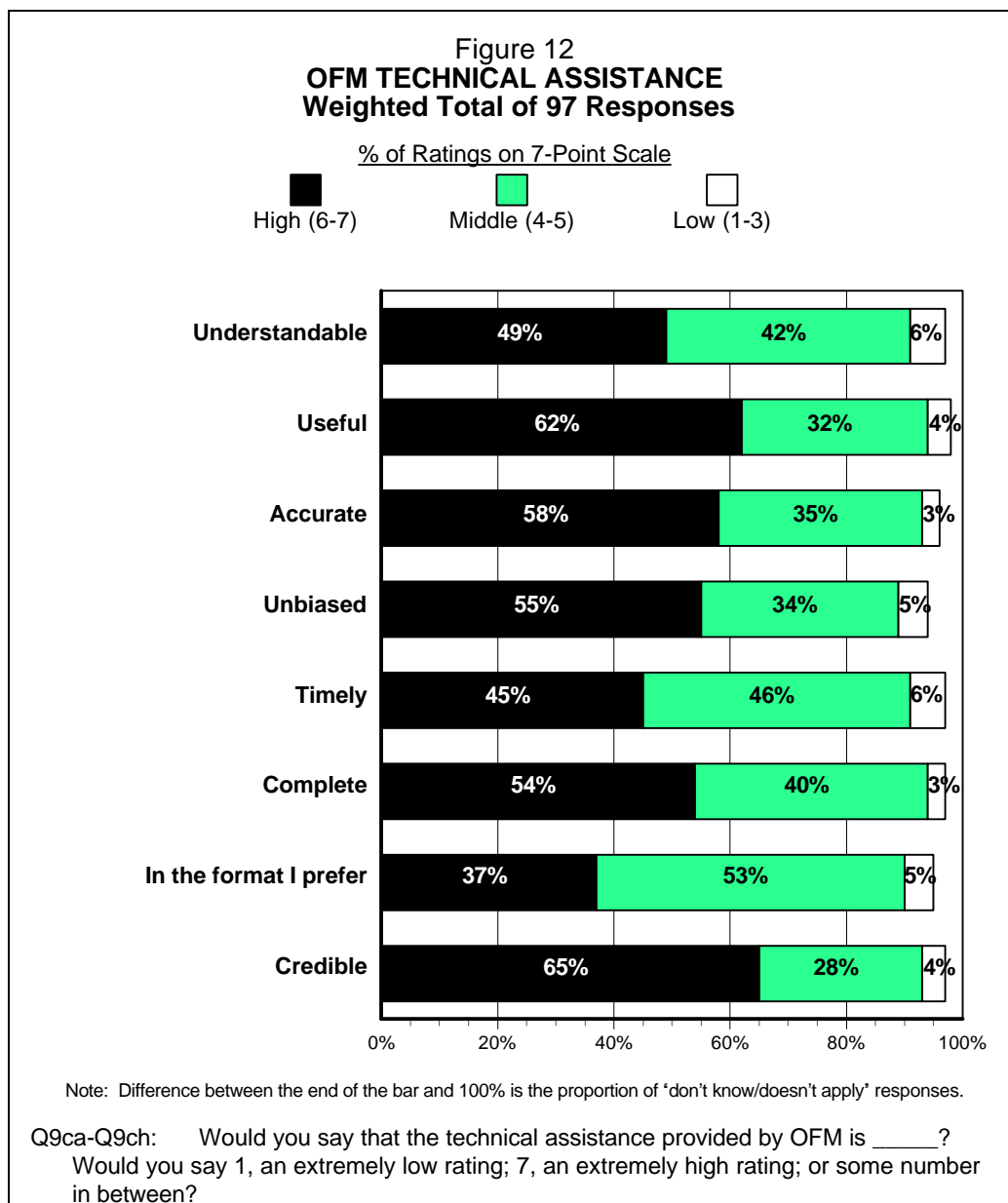
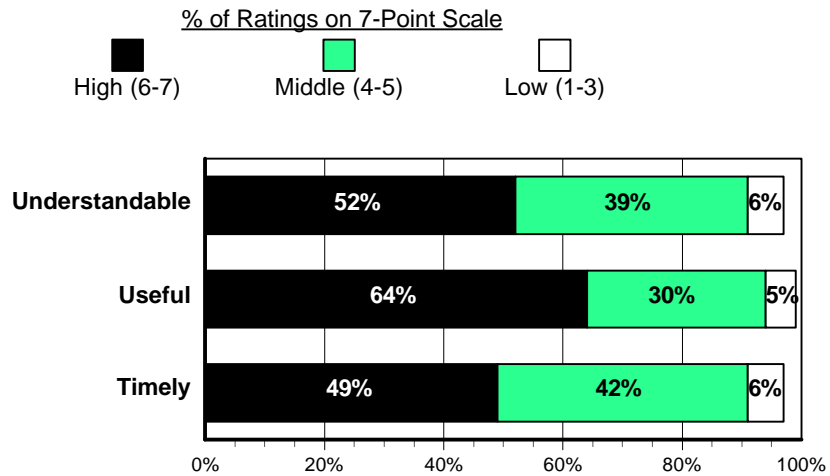


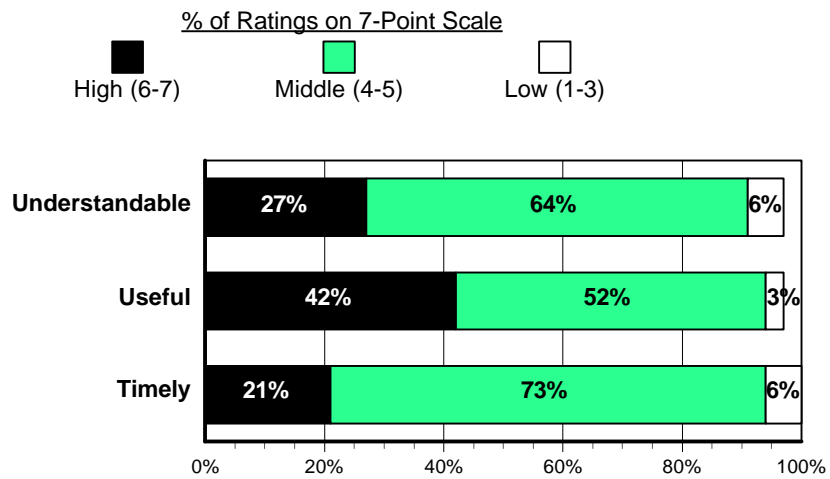
Figure 12A  
**OFM TECHNICAL ASSISTANCE**  
**Non-Managers Total of 64 Responses**



Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q9ca-Q9ch: Would you say that the technical assistance provided by OFM is \_\_\_\_?  
 Would you say 1, an extremely low rating; 7, an extremely high rating; or some number in between?

Figure 12B  
**OFM TECHNICAL ASSISTANCE**  
**Managers Total of 33 Responses**



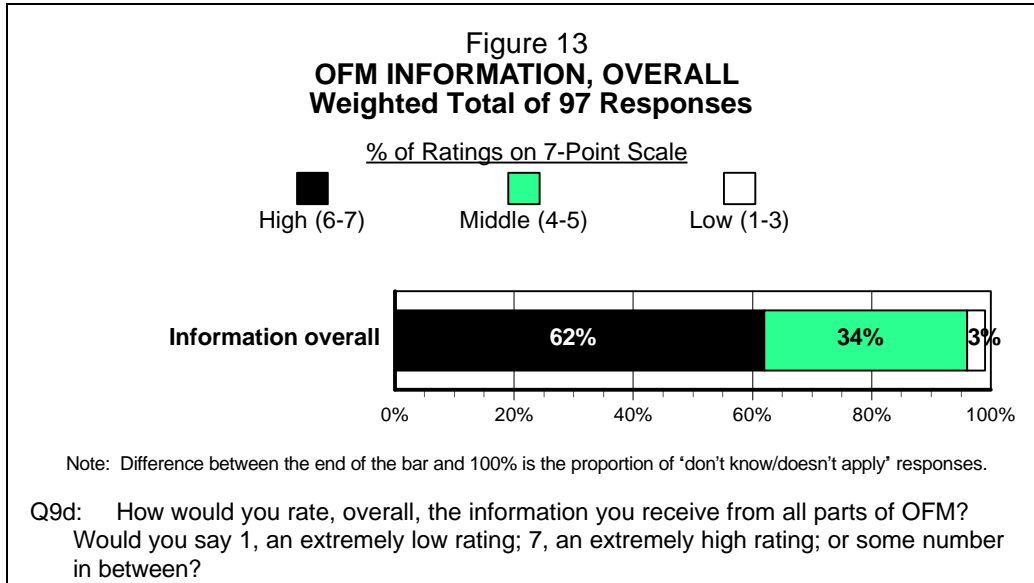
Note: Difference between the end of the bar and 100% is the proportion of 'don't know/doesn't apply' responses.

Q9ca-Q9ch: Would you say that the technical assistance provided by OFM is \_\_\_\_?  
 Would you say 1, an extremely low rating; 7, an extremely high rating; or some number in between?

## 5. OFM Information, Overall

The same 97 customers who rated technical assistance were also asked to rate, overall, the information received from all parts of OFM. These responses are shown in Figure 13.

A strong majority of customers (62%) gave a high rating (6 or 7). Very few (3%) gave any of the low ratings. The manager rating was somewhat less positive, but the sample sizes are not sufficiently large to demonstrate statistical significance.



## **D. Analysis of Importance and Satisfaction for OFM Products and Services**

For each group of products and services, only those respondents who reported having contact with that division or group's services (Table 3) were asked about the importance of those products and services. In addition, those who rated the particular group of products and services as anything other than a score of 1 on the 7-point scale (definitely not important) were asked how satisfied they were with the products and services offered. Therefore, the importance bases for each product and services group vary and the satisfaction bases may be a subset of the importance base for each category.

The importance percentages stated are the combined percentage of customers that gave a 6 or 7 to a particular group's products and services, the two highest ratings that will be called very or extremely important. Likewise, satisfaction scores reported are the combined 6 and 7 ratings for each set of products and services on the 7-point scale, and will be called very or completely satisfied.

Due to the fact that different segments of respondents answered each of the questions, the analysis does not make comparisons across the different divisions and groups. Instead, this section compares the importance of each group's products and services to the satisfaction with that same set of products and services. This is sometimes referred to as "gap analysis" because it identifies those gaps that occur when the satisfaction is lower than the perceived importance. Depending on the breadth of the gaps, they should be considered opportunities for improvement. Reasons given for dissatisfaction, or low ratings, are discussed as well.

For the analysis of the importance questions, percentages have been based only on those who provided an importance rating. This was done because on several of the products and services, high proportions (27% to 34%) of customers who reported contact with Financial Services indicated they had not, in fact, used the products or services in question. This step removed respondents who could not provide an importance rating, as well as those for whom the product or service was totally unimportant, assuring that the "gap analysis" is the direct comparison of two product/service scores generated by the same group of customers.

At the end of this section Tables 8 and 9 present the high, middle and low ratings given to each of the eleven product and service areas included in this survey. As noted previously, the information for SACS is qualitative, as only two respondents evaluated SACS. Both respondents felt that the products and services provided by SACS are highly important and both are very satisfied with those provided products and services.

### **1. Budget Division**

A base of 173 Budget Division customers (91 non-managers and 82 managers) rated the importance of Budget Division products and services. These products and services were rated as either very or extremely important by 79% of customers. Both the importance and satisfaction ratings are shown in Figure 14.

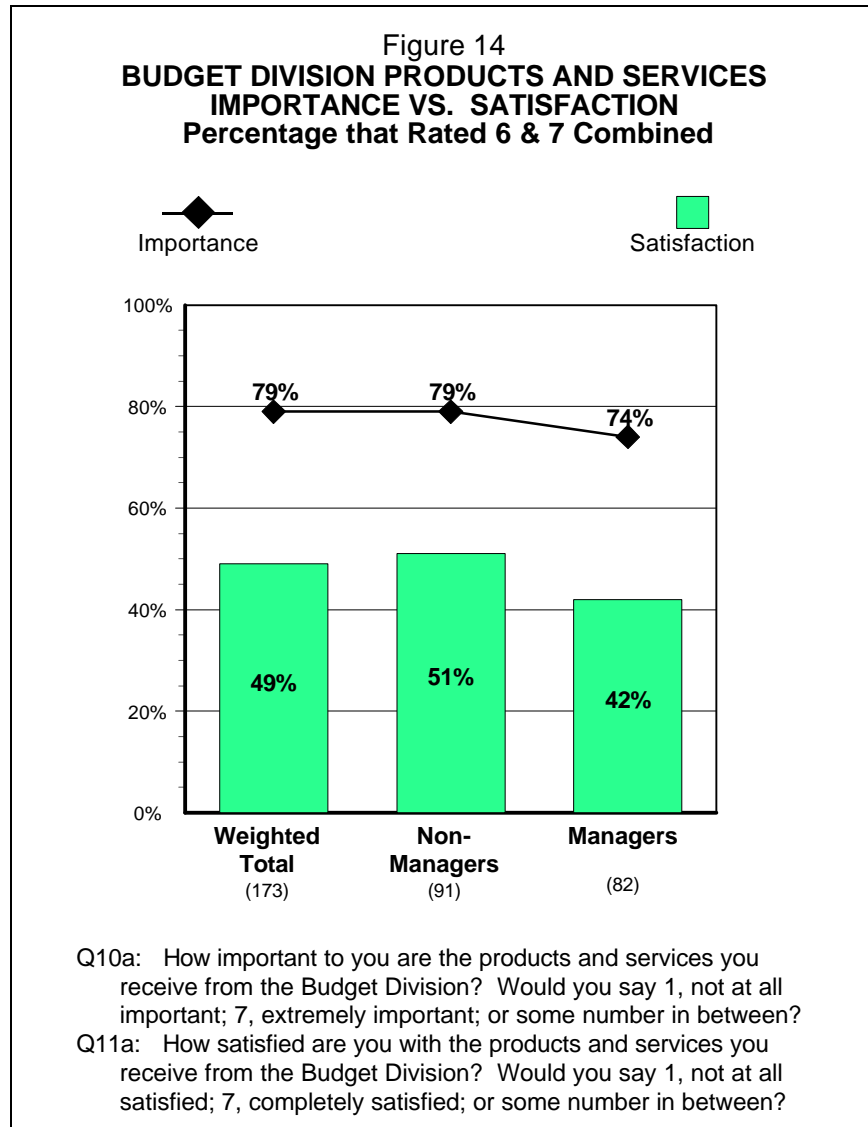
There is a considerable gap between importance and satisfaction in the Budget Division category. About half of the total (49%) and non-managers (51%) indicate that they are either very or completely satisfied with the Budget Division's products and services. A smaller percentage of the managers (42%) indicate high levels of satisfaction.

The Budget Division's products and service represent a significant opportunity for improvement in that there is a 30-point gap between satisfaction and importance in the total ratings and a 32-point gap for



managers. The relative importance of the Budget Division among OFM's products and services would make it especially important to focus on this area.

The twelve respondents who gave low satisfaction ratings (1, 2 or 3) said their dissatisfaction stems from issues related to reporting and exchange of information (45%), issues related to personnel (33%), and issues related to the process or systems used (19%). The actual statements by these twelve Budget Division customers can be seen in Appendix 2 under separate cover.



## 2. Accounting Division

The Accounting Division was rated for two different areas: consulting and technical support; and policies and procedures. About 184 Accounting Division customers (109 non-managers and 75 managers) were asked about the importance of these Accounting Division products and services. Figures 15 and 16 illustrate the results.

Well over half of the total (63%), 62% of the non-managers and 68% of the managers rated the Accounting Division's consulting and technical support very or extremely important. In this area, 58% of the total and 59% of the non-managers rated the consulting and technical support of the Accounting Division very or completely satisfactory. This left only a small gap between importance and satisfaction for the majority customer-type, the non-managers. There was a larger, but not significant, gap between the 57% of managers who were very or completely satisfied and the 68% who rated it very or extremely important.

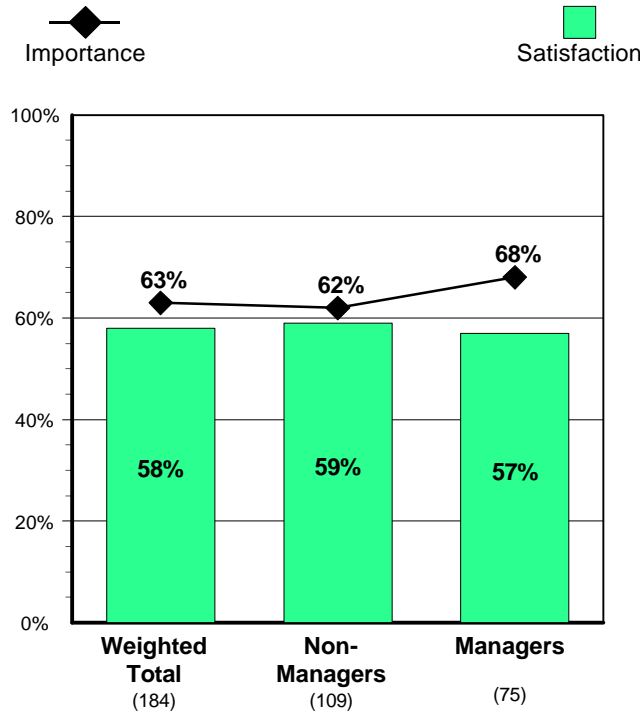
For policies and procedures, both non-managers and managers have almost the same percentage rating (73% and 69%, respectively); the total importance rating is 72%.

Satisfaction with the Accounting policies and procedures is somewhat lower than for consulting and technical support. Just about half of the non-managers (50%) and the total customers (48%) gave Accounting policies and procedures ratings of very or completely satisfied. The managers were significantly less satisfied with the policies and procedures than they were with consulting and technical support; 36% and 57% stated that they were very or completely satisfied with these areas, respectively.

The gap between satisfaction and importance of Accounting's policies and procedures is larger than the gap noted for consulting and technical support. For the total, the policies and procedures gap is 24 points and, for the non-managers, 23 points. For the managers, the gap of 33 points between satisfaction and importance is more significant. This represents a good opportunity for the Accounting Division to show improvement in the area of policies and procedures.

The 15 respondents who expressed dissatisfaction (score 1, 2 or 3) with the Accounting Division's consulting and technical support said it was due to issues related to reporting and information (25%), issues related to personnel (53%), and issues related to the process or systems used (22%). Ten dissatisfied respondents offered reasons for their dissatisfaction with the Accounting Division's policies and procedures: the policies and procedures are unclear or confusing (64%), there are issues related to the process or systems used (20%), and other various reasons (16%). See Appendix 2 for details.

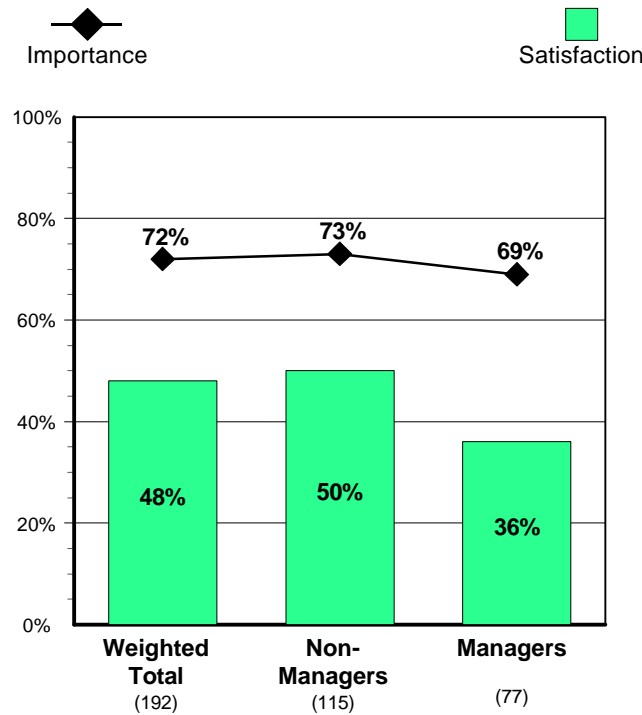
Figure 15  
**ACCOUNTING DIVISION PRODUCTS AND SERVICES  
 IMPORTANCE VS. SATISFACTION**  
**Consulting and Technical Support**  
**Percentage that Rated 6 & 7 Combined**



Q10b: How important is the consulting and technical support for accounting? Would you say 1, not at all important; 7, extremely important; or some number in between?

Q11b: Thinking about the Accounting Division, how satisfied are you with the consulting and technical support for accounting? Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?

Figure 16  
**ACCOUNTING DIVISION PRODUCTS AND SERVICES  
 IMPORTANCE VS. SATISFACTION**  
**Policies and Procedures**  
**Percentage that Rated 6 & 7 Combined**



Q10c: Thinking about the Accounting Division, how important is the accounting policies and procedures? Would you say 1, not at all important; 7, extremely important; or some number in between?

Q11c: How satisfied are you with the accounting policies and procedures regarding accounting issues? Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?

### 3. Personal Services Contracting

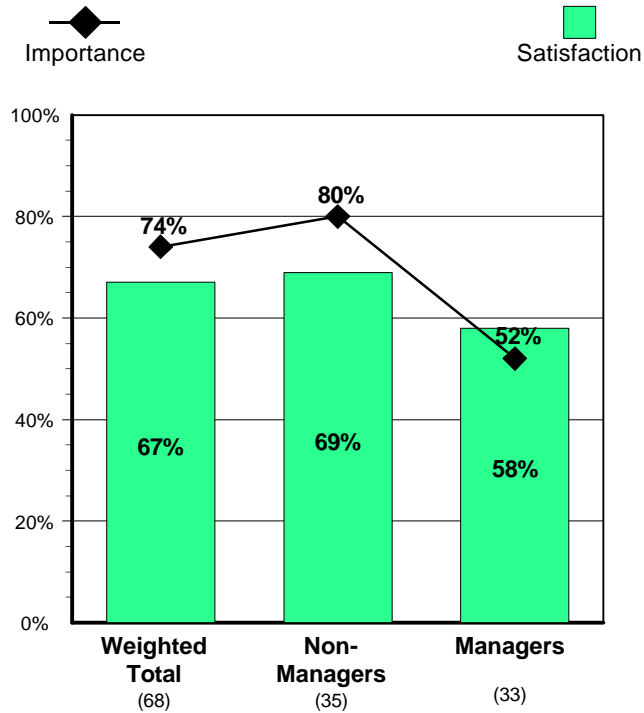
For Personal Services Contracting services, 68 customers (35 non-managers and 33 managers) rated importance. As seen in Figure 17, 74% of the total found the contracting services very or extremely important. Non-managers rated the Personal Services Contracting services as more important than managers did, although the difference is not statistically significant: 80% of the non-managers give them two highest ratings versus 52% of the managers.

Respondents were asked how satisfied they were with Personal Services Contracting including the “Guide to Personal Services Contracting” and the “Filing Booklet.” Satisfaction is relatively high with two-thirds of the all customers (67%) indicating they were either very or completely satisfied.

There is a relatively small gap between satisfaction and importance for Personal Services Contracting. The managers indicated satisfaction levels just slightly above the importance they attributed to the Personal Services Contracting. Thus, the maintenance of current satisfaction should be sufficient in this category.

Only five respondents were dissatisfied and offered explanations, such as the Guide being unclear or confusing (45%), that there are issues related to the process or systems used (45%), and that there are personnel knowledge and training issues (9%). The actual comments can be seen in Appendix 2.

Figure 17  
**PERSONAL SERVICES CONTRACTING  
 PRODUCTS AND SERVICES  
 IMPORTANCE VS. SATISFACTION**  
 Percentage that Rated 6 & 7 Combined



Q10d: How important to you are the Personal Services Contracting services that OFM provides? Would you say 1, not at all important; 7, extremely important; or some number in between?

Q11d: How satisfied are you with the products and services received from the Personal Services Contracting, including the Guide to Personal Services Contracting and Filing Booklet? Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?

#### 4. Population and Forecasting

A total of 115 Population and Forecasting customers (97 non-managers and 18 managers) rated the importance of this division's products and services. Responses are shown in Figure 18.

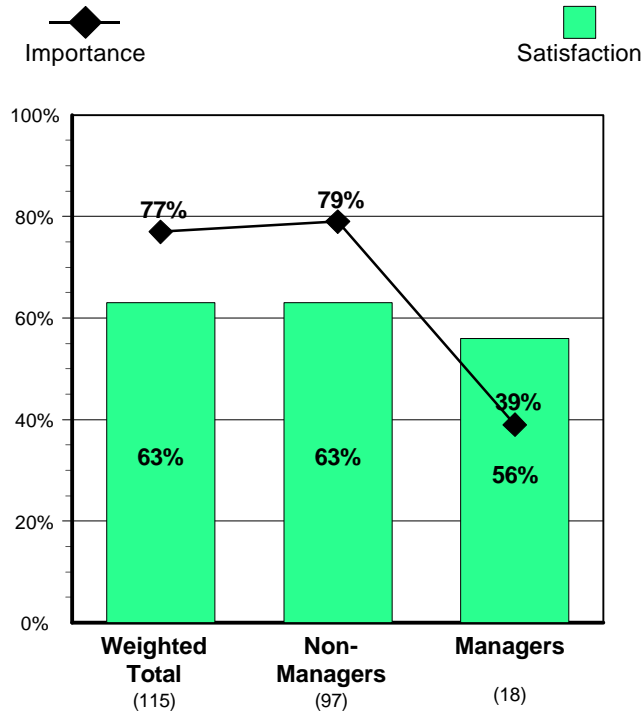
The importance of Population and Forecasting products and services is demonstrated by the fact that 77% of all customers gave a 6 or 7 rating. The non-managers, including respondents from the local governments, rated the importance of the products and services about the same (79%), while the 18 managers gave an importance rating of 39%.

Satisfaction is rated at 63% among all customers, and about the same by non-managers (63%) and managers (56%). None of the managers gave low satisfaction scores.

There is some opportunity for Population and Forecasting to improve customer satisfaction among the non-managers, including local governments, since the gap between satisfaction and importance is 16 points and the gap for the weighted total is 14 points. On the other hand, the managers appear satisfied beyond the point of importance by about 17 points.

Five non-managers (3 from cities/towns and 2 from the Forecasting list) did give low satisfaction scores, with comments primarily relating to process or systems. See Appendix 2 for more detail.

Figure 18  
**POPULATION AND FORECASTING  
 PRODUCTS AND SERVICES  
 IMPORTANCE VS. SATISFACTION**  
 Percentage that Rated 6 & 7 Combined



Q10e: How important are the Population and Forecasting products and services, such as population estimates, the OFM Data Book, or Population Trends for the State of Washington? Would you say 1, not at all important; 7, extremely important; or some number in between?

Q11e: How satisfied are you with the Population and Forecasting products and services, such as population estimates, the OFM Data Book, or Population Trends for the State of Washington? Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?



## 5. Small Agency Client Services

Only two non-managers had used Small Agency Client Services (SACS) and responded to the questions about them. Both were non-managers, both considered these services very or extremely important and both were very or completely satisfied with the Small Agency Client Services provided by OFM.

## 6. Financial Systems Unit

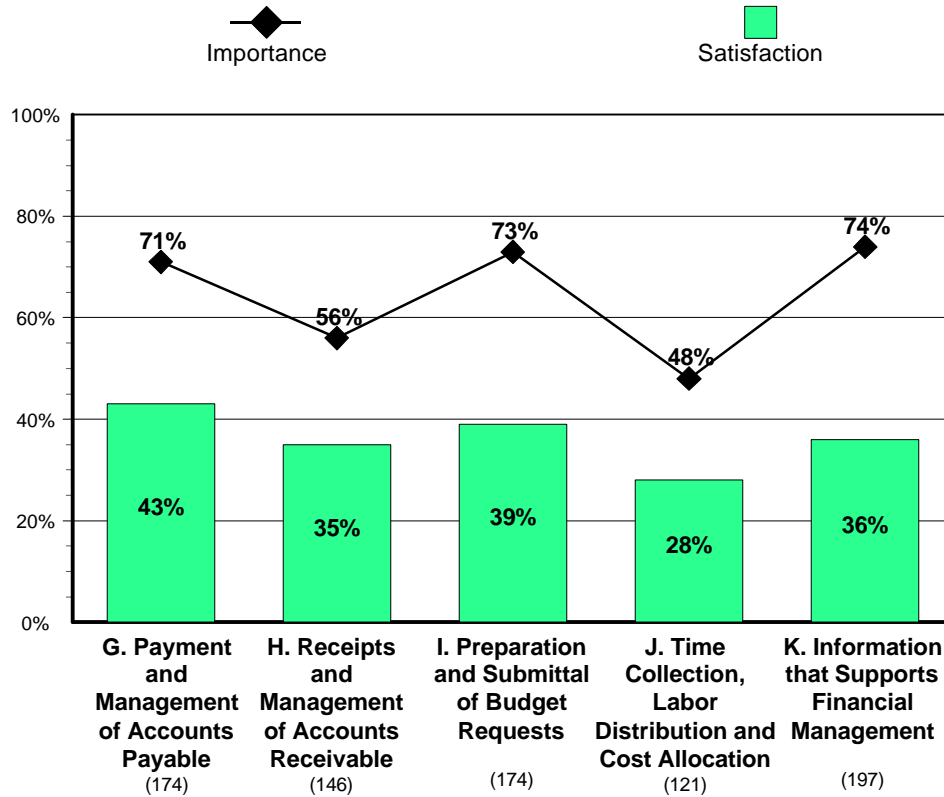
A total of 121 to 197 respondents rated the importance of OFM's Financial Systems Unit; of those, 95 to 124 were non-managers and 39 to 79 were managers. Figures 19 (weighted total), 19A (non-managers), and 19B (managers) show importance and satisfaction levels for the various products and services which the Financial Systems Unit provides:

- Payment and management of accounts payable
- Receipts and management of accounts receivable
- Preparation and submittal of budget requests
- Time collection, labor distribution and cost allocation
- Information that supports financial management

The most important products and services offered by the Financial Systems Unit are payment and management of accounts payable (71% of all customers rate it very or extremely important), preparation and submittal of budget requests (73%) and information that supports financial management (74%). The accounts payable system was somewhat more important to non-managers (74%) than managers (55%).

The other two product and service areas of the Financial Systems Unit were perceived as somewhat less important overall. Financial systems related to receipts and management of accounts receivable was rated as very or extremely important by 56% of the total, 58% of non-managers, and 37% of managers. Time collection/labor distribution/cost allocation received high importance ratings among 48% of all customers; 45% of the non-managers and 28% of the managers gave both areas a high importance rating.

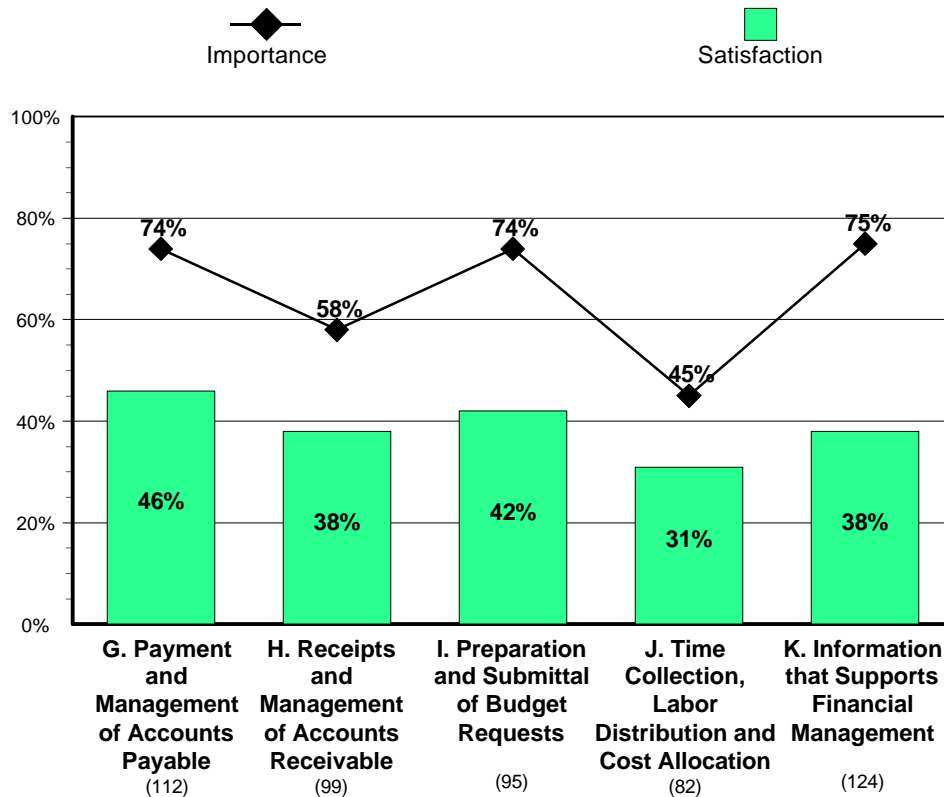
Figure 19  
**FINANCIAL SYSTEMS PRODUCTS AND SERVICES**  
**WEIGHTED TOTAL**  
**IMPORTANCE VS. SATISFACTION**  
**Percentage in Top 2 Ratings 6 & 7**



Q10g-k: How important is it to you that OFM Financial Systems Unit supports your agency in the following business areas? Systems that support ... (Would you say 1, not at all important; 7, extremely important; or some number in between?)

Q11g-k: Thinking about the statewide financial systems provided by OFM, how satisfied are you with the way the OFM Financial Systems Unit meets your agency's business needs in ...? (Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?)

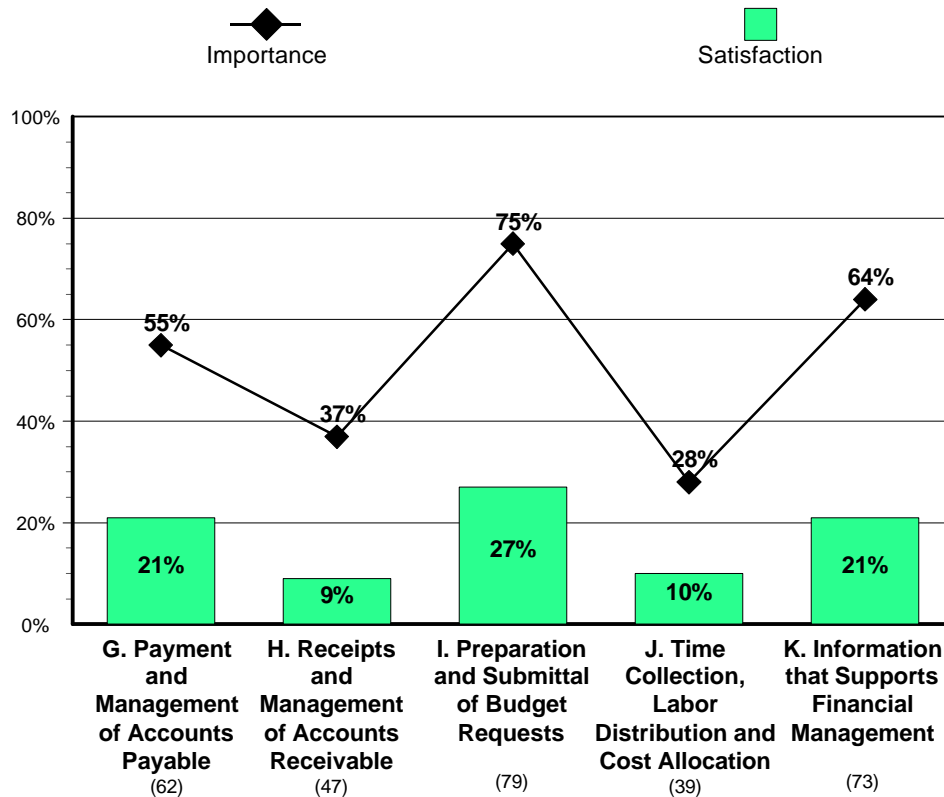
Figure 19A  
**FINANCIAL SYSTEMS PRODUCTS AND SERVICES**  
**NON-MANAGERS**  
**IMPORTANCE VS. SATISFACTION**  
**Percentage in Top 2 Ratings 6 & 7**



Q10g-k: How important is it to you that OFM Financial Systems Unit supports your agency in the following business areas? Systems that support ... (Would you say 1, not at all important; 7, extremely important; or some number in between?)

Q11g-k: Thinking about the statewide financial systems provided by OFM, how satisfied are you with the way the OFM Financial Systems Unit meets your agency's business needs in ...? (Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?)

Figure 19B  
**FINANCIAL SYSTEMS PRODUCTS AND SERVICES  
MANAGERS**  
**IMPORTANCE VS. SATISFACTION**  
Percentage in Top 2 Ratings 6 & 7



Q10g-k: How important is it to you that OFM Financial Systems Unit supports your agency in the following business areas? Systems that support ... (Would you say 1, not at all important; 7, extremely important; or some number in between?)

Q11g-k: Thinking about the statewide financial systems provided by OFM, how satisfied are you with the way the OFM Financial Systems Unit meets your agency's business needs in ...? (Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?)

Overall, customers were the least satisfied with the products and services of the Financial Systems Unit that pertain to time collection, labor distribution and cost allocation. The total customer rating was 28% very or completely satisfied, with 31% of the non-managers giving that rating and only 10% of the managers. The other product and service satisfaction ratings all show fewer than half of the customers were very or completely satisfied. Ratings ranged from 36% to 43% among all customers; from 38% to 46% among non-managers; and from 9% to 27% among managers.

The gaps between satisfaction and importance in Financial Systems products and services range from 14 to 38 points across both the total and for non-managers. The gaps for the managers range from 18 to 43 points.

The largest gap is for information for financial management (38 points for the total), closely followed by submittal for budget requests (34 points) and accounts payable systems (28 points). The gap for accounts receivable systems is 21 points and for time/labor/cost allocation is 20 points.

Across all these Financial Systems products and services, gaps are somewhat larger for managers because managers tend to be less well satisfied than non-managers on these particular products and services.

Reasons for low satisfaction ratings are summarized in Table 7. Most of the reasons fall into the category of process and system issues, although some personnel and information issues are also behind dissatisfaction. The complete comments by those who were dissatisfied are shown in Appendix 2.

<p>Table 7</p> <p><b>Reasons for Dissatisfaction with Financial Systems Products and Services</b></p> <p><b>% of Weighted Total *</b></p>					
	Accounts <u>Payable</u> (18)	Accounts <u>Receivable</u> (22)	Budget <u>Requests</u> (17)	Time/ <u>Labor/Cost</u> (15)	Management <u>Information</u> (19)
Report/information issues	8%	0%	0%	0%	50%
Personnel issues	10	8	18	0	11
Process/system issues	88	82	72	83	57
All other	2	10	10	17	2
* Interpret with caution; small cell sizes. More detail on the nature of these reasons is shown in Appendix 2.					

<p>Table 8</p> <p><b>Importance of OFM Products and Services</b></p>				
	Weighted Base	% of Ratings on 7-Point Scale		
		High (6-7)	Middle (4-5)	Low (1-2-3)
Budget	(173)	79%	17%	4%
Accounting, Consulting and Technical Support	(184)	63	27	10
Accounting, Policies and Procedures	(192)	72	22	6
Personal Services Contracting	(68)	74	19	7
Population and Forecasting	(115)	77	20	3
Small Agency Client Services	(2)	100	0	0
Financial Systems, Accounts Payable	(174)	71	15	14
Financial Systems, Accounts Receivable	(146)	56	20	24
Financial Systems, Budget Requests	(174)	73	22	5
Financial Systems, Time Collection	(121)	48	25	27
Financial Systems, Financial Management	(197)	74	18	8
<p>Note: "Don't know/doesn't apply" responses were removed from the base of these calculations. Percentages are based only on those who gave an importance rating.</p> <p>Q10a-f: How important to you are the products and services you receive from ____? Would you say 1, not at all important; 7, extremely important; or some number in between?</p> <p>Q10g-k: How important is it to you that OFM Financial Systems Unit supports your agency in ____? Would you say 1, not at all important; 7, extremely important; or some number in between?</p>				

**Table 9**  
**Satisfaction with OFM Products and Services**

	Base	% of Ratings on 7-Point Scale			Don't know/ No answer
		High (6-7)	Middle (4-5)	Low (1-2-3)	
Budget	(173)	49%	42%	6%	3%
Accounting, Consulting and Technical Support	(184)	58	32	7	3
Accounting, Policies and Procedures	(192)	48	44	5	3
Personal Services Contracting	(68)	67	27	6	0
Population and Forecasting	(115)	63	30	5	2
Small Agency Client Services	(2)	100	0	0	0
Financial Systems, Accounts Payable	(174)	43	38	9	10
Financial Systems, Accounts Receivable	(146)	35	37	14	14
Financial Systems, Budget Requests	(174)	39	41	9	11
Financial Systems, Time Collection	(121)	28	46	10	16
Financial Systems, Financial Management	(197)	36	47	8	9
Q11a-f: the products and services you receive from ____? Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?					
Q11g-k: How satisfied are you with the way the OFM Financial Systems Unit meets your agency's business needs in ____? Would you say 1, not at all satisfied; 7, completely satisfied; or some number in between?					

## **E. Qualitative Information on OFM Performance**

### **1. What Should OFM Change?**

As a wrap-up at the end of the telephone interview and to be certain that no area of concern had been overlooked, respondents were asked to identify what one change they would like to see OFM make in order to improve their products and services. These responses are summarized in Table 10.

Seven percent (7%) of all the customers said that no changes are needed, everything is fine and another 21% said they could not think of anything in particular to suggest. The number one specific suggestion had to do with updates of computer systems and software: 14% overall and 30% of the managers mentioned something about computers or software. This finding supports points that were made during the scoping focus groups. Managers and line staff, alike, feel that many of the OFM systems are antiquated and inflexible, forcing agencies to sometimes develop their own systems.

Non-managers were more likely than managers to say they could not think of anything to change (22% versus 8% for managers). Managers, however, more frequently mentioned that computer or software upgrades were needed, that the policy directives need to be simpler or more timely, that budget staff needs to become more familiar with the agencies they serve, and that OFM needs to work on improving communications among the various levels within OFM. These are all comments that were voiced by focus group participants as well as these telephone survey respondents.



Table 10 Desired Changes in OFM			
	Weighted Total (407)	Non- Managers (300)	Managers (107)
Nothing, no change needed	7%	7%	2%
Don't know/nothing comes to mind	21	22	8
Computer systems/software flexibility, upgrades	14	12	30
More/better written manuals/instructions	6	6	7
More accurate census; expand information available	6	6	1
Better information update, accuracy, consistency	5	6	3
Improve external communications	5	5	1
Simpler, more timely policy directives	5	5	13
More timely responses to requests	3	3	1
More realistic timeframes for workflow and requests of agencies	3	3	1
Better access (geographically)/more specific training	3	3	2
Better use of Internet for communications	3	3	2
More customer service orientation	3	3	5
More/more responsive budget staff familiar with agency	2	1	10
More/more responsive accounting staff	2	1	4
Better promotion/explanation of products/services	2	2	0
Improve internal communications within OFM	1	*	7
Improve report formats	1	1	1
More help desk staff	1	1	0
More responsive personal services contracting staff	1	1	1
All other (each mentioned by less than 1%)	5	5	4
Prefer not to say	1	1	0
Q22: If OFM could make one change that would make their products and services better, what would it be?			
* Less than 1%			

## 2. What Does OFM Do Best?

In addition to asking what one thing OFM should change, respondents were asked what is the one thing OFM does so well that it should not be changed. These responses are shown in Table 11.

The most frequently mentioned characteristic that people value in OFM was their current emphasis on customer service. This was volunteered by nearly one respondent in five (18%). To them, OFM is perceived as being responsive, helpful, and moving away from being a bureaucracy, a sentiment that was also voiced in the focus groups.

Additional positive comments were made about accounting support, forecasting methods, information processing, staff expertise and the budget process (5% to 7% each). All other specific services or characteristics were volunteered by 4% or fewer of the respondents. About one person in four (23%) was unable to come up with any particular comment in response to this question, but 7% said that they feel OFM is doing everything well.

Managers and non-managers gave very similar responses to this question, with two notable exceptions: managers were more likely to say don't change the budget process and don't change the role OFM plays as a coordinator among parties.

Table 11 Valued Services and Characteristics of OFM			
	Weighted <u>Total</u> (407)	Non- <u>Managers</u> (300)	<u>Managers</u> (107)
<u>Don't Change...</u>			
Customer service orientation, the move from bureaucracy	18%	18%	20%
Accounting, AFRS support/training	7	7	9
Forecasting methods/formats	7	7	2
Smooth, direct information processing	6	6	3
Knowledge/expertise of staff	6	6	6
Budget process/information	5	4	10
Training	4	4	0
Policy directives	3	3	1
Providing good, credible, unbiased information	3	3	1
Manuals, written instructions	2	2	4
Coordination role; getting people to the table	2	2	8
Consultation	2	2	1
Working on-line, through Internet	1	1	1
Payments, disbursements	1	1	0
Development of new systems/technologies	1	1	2
Going to agencies for input	1	1	0
Personal services contracts	*	*	1
All other (less than 1% each)	2	1	3
Don't know/nothing comes to mind	23	23	19
They are doing everything well	7%	7%	10%
* Less than 1%			
Q23: What is the one thing that OFM is doing so well that they should not consider making any change in how they do it?			

## **F. About the Survey Respondents**

All customers responding to this survey were asked what type of agency or organization they represented and what functional area or areas they were in. This information is shown in Table 12.

Over half (54%) of the customer base came from Executive Cabinet agencies, 21% from other state agencies, and 23% from local jurisdictions—cities, towns and counties. Almost all members of the latter group are called non-managers in this report as they come from the cities and towns customer list provided by Population and Forecasting. Managers came disproportionately from state agencies other than the Executive Cabinet level.

The primary functional areas named were accounting (50%) and budget (33%), followed by a wide range of areas named by up to 8% of the respondents. Managers were more likely than non-managers to be in the budget or technical (IS) areas. Again, reflecting the cities and towns list, non-managers had all of the people who identified their area as being in planning or community development.

Those who were employed in state government were asked how long they had been in a state position. The median for all customers was 11.7 years, for non-managers, 11.4 years and for managers, 16.0 years. Nine percent (9%) of the non-managers had been employed by the state for less than three years, contrasted with 2% of the managers who had been in state employ for that length of time.

The customers who work for local jurisdictions were asked the population size of their local government. Reported populations ranged from 800 to 188,000, with a median population of 1,800.

When asked how long they had been in a position with OFM contact, the total customer base reported a median of 7.5 years. The non-managers reported a median of 7.4 years and the managers, 10.2 years.

Table 12 Respondent Agency and Function			
<u>Agency/Organization</u>	<u>Weighted Total (407)</u>	<u>Non- Managers (300)</u>	<u>Managers (107)</u>
Executive Cabinet Agency	54%	54%	49%
Other State Agency	21	19	46
Municipality/County	23	25	1
Other	2	2	4
<u>Functional Area</u>			
Accounting	50%	50%	49%
Budget	33	31	53
Planning, Community Development	8	9	0
Administrative - general	7	7	11
Financial - general	7	7	8
Technical/Information Systems	4	3	16
Contracts/Grants/Purchasing	4	4	4
Program - general	2	2	2
Director/Deputy/Executive Management	2	2	3
Research	1	1	0
Independent Consultant	1	1	0
Policy	1	1	2
Facilities/Property Management	1	1	0
Human Resources	1	1	1
Judicial	*	*	2
All other (mentioned by one person each)	4	4	4
* Less than 0.5%.			
Q13: What is your agency or organization?			
Q14: Which type of functional area are you in? (Multiple responses allowed.)			

It was of interest to learn how frequently customers contact OFM. Table 13 presents information on contact frequency and the most recent contact.

About 43% of all customers report having contact at least weekly and another 20% have contact about once a month. One in three (35%) have only periodic contact, quarterly, bi-annually or annually. Customers who contact Population and Forecasting are the most likely to be making the periodic contacts (67%), while those contacting Financial Systems report the heaviest weekly/daily contact (66%). Two-thirds of the managers report having weekly/daily contact, regardless of which OFM area they contact.

When asked when they had their most recent OFM contact, managers were almost twice as likely to say it was within the past week (80% compared to 42% of the non-managers).

Table 13 Frequency of OFM Contact			
	Weighted Total (407)	Non- Managers (300)	Managers (107)
<u>Frequency of OFM Contact</u>			
Daily	18%	17%	23%
Weekly	25	23	45
Monthly	20	20	20
Quarterly	16	17	8
Bi-annually	5	5	2
Annually	14	15	0
Other	2	3	2
<u>Most Recent Contact</u>			
Past Week	45%	42%	80%
Past month	20	21	9
Past 2-3 months	18	19	9
Past 4-6 months	13	14	2
Over 6 months ago	4	4	0
Q15: How often do you have contact with OFM? (Include requesting information from OFM, providing information to OFM, using OFM publications or using OFM computerized financial systems.)			
Q16: When was your most recent contact with OFM?			